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**IMPAK KOMPETENSI KEUSAHAWANAN, KEUPAYAAN DINAMIK DAN  
BUDAYA ORGANISASI DENGAN PRESTASI PERUSAHAAN KECIL DAN  
SEDERHANA (PKS) DI MALAYSIA**

**JUZAIMI NASUREDIN**



**UUM**  
Universiti Utara Malaysia

**DOKTOR FALSAFAH**

**UNIVERSITI UTARA MALAYSIA**

**MEI 2017**

**IMPAK KOMPETENSI KEUSAHAWANAN, KEUPAYAAN DINAMIK DAN  
BUDAYA ORGANISASI DENGAN PRESTASI PERUSAHAAN KECIL DAN  
SEDERHANA (PKS) DI MALAYSIA**



**Disertasi diserahkan kepada  
School of Business Management,  
Universiti Utara Malaysia  
bagi Memenuhi Sebahagian Syarat Ijazah Doktor Falsafah**



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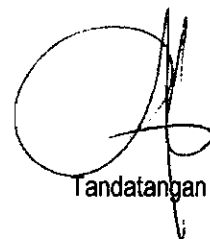
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(Title of the Thesis / Dissertation) Organisasi dengan Prestasi Perusahaan Kecil dan Sederhana (PKS) di  
Malaysia

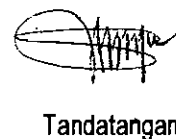
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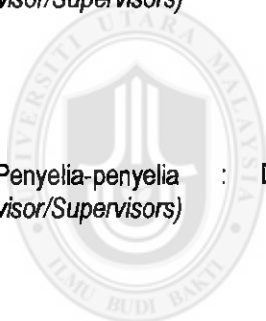


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## **KEBENARAN MERUJUK**

Tesis ini dikemukakan sebagai memenuhi keperluan pengurniaan Ijazah Doktor Falsafah daripada Universiti Utara Malaysia (UUM). Saya dengan ini bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan umum. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik perlulah mendapat kebenaran daripada Penyelia Tesis atau Dekan Pusat Pengajian Pengurusan Perniagaan terlebih dahulu. Sebarang bentuk salinan dan cetakan bagi tujuan komersial adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penyelidik dan Universiti Utara Malaysia perlulah dinyatakan jika rujukan terhadap tesis ini dilakukan.

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## ABSTRAK

Perusahaan Kecil dan Sederhana (PKS) memainkan peranan yang penting di dalam ekonomi global. Selain mampu menjana sehingga 80% daripada pertumbuhan ekonomi negara, PKS juga dapat menyediakan peluang pekerjaan dan membentuk majoriti perniagaan yang beroperasi di seluruh dunia. Walaupun PKS penting, namun terdapat kekurangan kajian yang melihat kepada hubungan di antara kompetensi keusahawanan, budaya organisasi, keupayaan dinamik dan prestasi perniagaan PKS khususnya di Malaysia. Oleh itu, kajian ini tertumpu dalam menguji kemungkinan budaya organisasi sebagai pembolehubah penyederhana dan juga keupayaan dinamik sebagai pembolehubah pengantara terhadap hubungan di antara kompetensi keusahawanan dan prestasi perniagaan PKS. Berdasarkan kajian literatur, terdapat enam dimensi kompetensi keusahawanan iaitu peluang, hubungan, konseptual, organisasi, strategik dan komitmen. Manakala pembolehubah budaya organisasi dan keupayaan dinamik pula dipilih secara unidimensi. Sebanyak 18 hipotesis langsung serta tidak langsung telah dibangunkan. Alat pengukuran adalah berdasarkan kepada skala yang digunakan sebelum ini iaitu dalam kajian terdahulu untuk mengukur kompetensi keusahawanan, budaya organisasi, keupayaan dinamik, dan juga prestasi perniagaan. Sejumlah 231 data telah dapat dikumpulkan melalui kaedah soal selidik secara pos dan diaplikasikan dalam analisis statistik. Hasil kajian empirikal menunjukkan terdapat hubungan yang signifikan antara kompetensi peluang, organisasi serta strategik dan prestasi perniagaan PKS. Manakala keupayaan dinamik bertindak sebagai pengantara hubungan di antara kompetensi keusahawanan (hanya kompetensi strategik) dan prestasi perniagaan PKS. Namun begitu, budaya organisasi terbukti tidak langsung bertindak sebagai penyederhana di dalam hubungan di antara kompetensi keusahawanan dan prestasi perniagaan PKS. Rangka kerja penyelidikan kajian ini menyumbang kepada badan pengetahuan usahawan PKS yang sedia ada dan literatur keusahawanan. Hasil kajian ini juga menawarkan implikasi teori dan praktikal kepada PKS dan juga untuk pembangunan keusahawanan di Malaysia. Akhir sekali, beberapa limitasi kajian turut memberi ruang dan arah untuk penyelidikan pada masa hadapan.

**Kata kunci:** Perusahaan Kecil dan Sederhana (PKS), kompetensi keusahawanan, keupayaan dinamik, budaya organisasi, prestasi PKS

## ABSTRACT

Small and Medium Enterprises (SMEs) play an important role in the global economy. Besides being able to generate up to 80% of the economic growth, they also provide jobs and make up the majority of businesses that operate around the world. Despite the vital importance of this area, very few studies have been done to look at the relationships between entrepreneurial competencies, organizational culture and dynamic capabilities, and SMEs business performance, particularly in Malaysia. Therefore, this study focused primarily on testing the possibility of organizational culture as a moderating variable and dynamic capabilities as a mediating variable in the relationships between entrepreneurial competencies and SMEs business performance. Based on the literature, six dimensions of entrepreneurial competencies, namely opportunity, relationship, conceptual, organizing, strategic, and commitment; and unidimensional constructs of organizational culture and dynamic capabilities were selected, and 18 direct and indirect hypotheses were developed. Instrument tools were based on scales previously established for measuring entrepreneurial competencies, organizational culture, dynamic capabilities, and also business performance. A total of 231 usable responses were collected through a mail questionnaire survey, and multiple regression analysis was employed to analyse the data. The empirical findings showed that there are significant relationships between opportunity, organizing and strategic competencies, and SMEs business performance. Dynamic capabilities was found to mediate the relationship between entrepreneurial competencies (strategic competencies only) and SMEs business performance. However, organizational culture did not act as a moderator in the relationship between entrepreneurial competencies and SMEs business performance. The research framework of this study contributes to the existing body of knowledge of the Malaysian SMEs and entrepreneurship literature. The theoretical contributions and practical implications are also significant findings for SMEs and entrepreneurial development in Malaysia. Finally, some limitations are also acknowledged and future research directions are included.

**Keywords:** Small and Medium Enterprises (SMEs), entrepreneurial competency, dynamic capabilities, organizational culture, SMEs business performance



## **PENGHARGAAN**

Alhamdulillah bersyukur saya ke hadrat Allah S.W.T kerana dengan limpah kurniaNya dan keizinanNya dapatlah saya menyiapkan tesis ini.

Setinggi-tinggi penghargaan dan terima kasih ingin saya rakamkan buat kedua-dua penyelia saya iaitu Dr. Azizi Hj Halipah dan Dr. Abdul Shukor Shamsudin yang telah banyak meluangkan masa, tenaga, memberi bimbingan dan menyumbang idea sepanjang penyelidikan ini.

Terima kasih kepada keluarga tercinta, yang banyak menyokong saya dalam menyiapkan tesis ini. Penghargaan khas buat isteri saya, Umi Kartini Rashid, anak-anak, Muhammad Izz Qayyim dan Izzumi Imanie Qaysara kerana tanpa jemu bersabar dan memberi ruang masa yang berharga untuk menyiapkan tesis ini. Begitu juga kepada kedua-dua ibu bapa saya dan juga mertua saya yang sentiasa mendoakan kejayaan saya.

Ucapan terima kasih yang tiada terhingga kepada semua pihak yang telah memberi bantuan kepada saya, sama ada secara langsung atau tidak, dan sama ada bantuan itu berupa bantuan material mahupun sokongan moral.

Terima kasih juga kepada rakan seperjuangan dan semua sahabat yang tidak dapat disebutkan di sini. Hanya Allah yang akan membalas semua perbuatan dan budi baik yang tulus dan ikhlas daripada anda semua.

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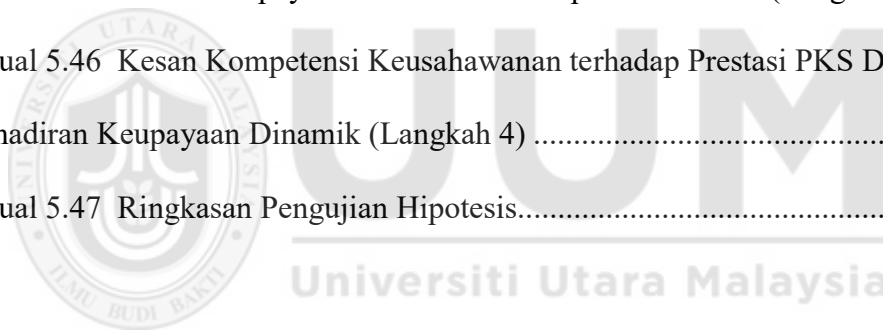
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## SENARAI SINGKATAN

AS	Amerika Syarikat
APO	Pertubuhan Produktiviti Asia ( <i>Asian Productivity Organization</i> )
DCV	<i>Dynamic Capabilities View</i>
DEB	Dasar Ekonomi Baru
ETP	Program Transformasi Ekonomi ( <i>Economic Transformation Programme</i> )
JPM	Jabatan Perdana Menteri
KDNK	Keluaran Dalam Negara Kasar
KKLW	Kementerian Kemajuan Luar Bandar dan Wilayah
KMO	<i>Kaiser-Meyer-Olkin</i>
MARA	Majlis Amanah Rakyat
MATRADE	Perbadanan Pembangunan Perdagangan Luar Malaysia ( <i>Malaysia External Trade Development Corporation</i> )
MITI	Kementerian Perdagangan Antarabangsa dan Industri ( <i>Ministry of International Trade and Industry</i> )
MPPK	Majlis Pembangunan PKS Kebangsaan
PKS	Perusahaan Kecil dan Sederhana
PNK	Pendapatan Negara Kasar
RBV	<i>Resource Based View</i>

# **BAB 1**

## **LATAR BELAKANG KAJIAN**

### **1.1 Pengenalan**

Perusahaan Kecil dan Sederhana (PKS) memainkan peranan penting dalam ekonomi global (Audretsch, Van der Horst, Kwaak, & Thurik, 2009; Karpak & Topcu, 2010; Munoz, Welsh, Chan, & Raven, 2015). Selain daripada menjanakan sehingga 80% daripada pertumbuhan ekonomi (Morrison, Breen, & Ali, 2003; Naudé, 2010; Nakagawa, 2012), PKS juga menyediakan peluang pekerjaan (Aremu & Adeyemi, 2011; Mbizi, Hove, Thondhlana, & Kakava, 2013; Sarwoko, Surachman, Armanu, & Hadiwidjojo, 2013), di samping membentuk majoriti perniagaan yang beroperasi di seluruh dunia (UNIDO, 2001; Reijonen & Komppula, 2007).

Mac an Bhaird (2010) menyatakan bahawa menyedari sumbangan ekonomi yang signifikan oleh PKS telah menyebabkan pembuat dasar serta ahli akademik memberi perhatian penting terhadap sektor ini. Malah, sehingga hari ini, kajian berkaitan pertumbuhan dan prestasi perniagaan adalah topik utama di dalam jurnal keusahawanan dan strategi (Short, McKelvie, Ketchen, & Chandler, 2009; McKelvie & Wiklund, 2010).

Sebagai sebuah negara membangun, Malaysia melihat PKS sebagai satu mekanisme untuk menambah baik agihan pendapatan, merangsang pertumbuhan ekonomi dan membentuk semula struktur ekonomi yang kini sangat bergantung kepada aktiviti-aktiviti perniagaan besar (Abdullah, 1999; Abdullah & Manan, 2011). Oleh itu,



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## **LAMPIRAN**

### **Lampiran 1 Surat Irian dan Soal Selidik**

#### **SURVEY OF THE IMPACT OF ENTREPRENEURIAL COMPETENCY AND PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES (SMEs) IN MALAYSIA: DYNAMIC CAPABILITY AS MEDIATOR AND ORGANIZATION CULTURE AS MODERATOR.**

ASSALAMUALAIKUM DAN GOOD DAY,

YBhg Dato'/Datuk//Dr./Tuan/Encik,

For your information, I am a PhD candidate at Universiti Utara Malaysia (UUM). In order to complete my PhD thesis, I need to conduct a research regarding the impact of entrepreneurial competency and performance of small and medium enterprises (SMEs) in Malaysia: dynamic capability as mediator and organizational culture as moderator. Therefore, in order to gain the information needed for this study, your firm has been chosen to participate in this study.

I am writing to ask for your help to fill in this survey. By completing the enclosed survey, you will be helping us to better understand how entrepreneurial competency, management, dynamic capability and organizational culture relate to business performance of small and medium enterprises in Malaysia. Completing the questionnaire will take you less than 30 minutes.

Lastly, this survey is an important part of my dissertation research. If you have any enquiries regarding this survey, please do not hesitate to contact me or my supervisors, Dr. Azizi Hj. Halipah (h.azizi@uum.edu.my) or Dr. Abdul Shukor Shamsudin (shukor@uum.edu.my).

Your cooperation is highly appreciated. Thank you very much.

Sincerely,

Juzaimi Bin Nasuredin  
Emel: juzaimi@uthm.edu.my  
Tel bimbit: 010-541 2775

**KAJI SELIDIK IMPAK HUBUNGAN KOMPETENSI KEUSAHAWANAN DENGAN PRESTASI PERUSAHAAN KECIL DAN SEDERHANA (PKS) DI MALAYSIA: KEUPAYAAN DINAMIK SEBAGAI PENGANTARA DAN BUDAYA ORGANISASI SEBAGAI PENYEDERHANA**

ASSALAMUALAIKUM DAN SALAM SEJAHTERA,

Y.Bhg Dato'/Datuk//Dr./Tuan/Encik,

Saya merupakan calon PhD di Universiti Utara Malaysia (UUM). Bagi menyiapkan laporan tesis PhD, saya perlu melakukan kajian berkenaan dengan impak hubungan kompetensi keusahawanan dengan prestasi perniagaan perusahaan kecil dan sederhana (PKS) di Malaysia: keupayaan dinamik sebagai pengantara dan budaya organisasi sebagai penyederhana. Untuk tujuan tersebut, saya telah memilih perniagaan Y.Bhg Dato'/Datuk//Dr./Tuan/Encik untuk terlibat dalam kajian ini.

Sehubungan dengan itu, saya memohon dan merayu jasa baik pihak Y.Bhg Dato'/Datuk//Dr./Tuan/Encik untuk mengisi borang kaji selidik yang disertakan yang hanya akan mengambil masa kurang dari 30 minit. Maklum balas dari Y.Bhg Dato'/Datuk//Dr./Tuan/Encik amat penting untuk memastikan kejayaan kajian ini. Namun begitu, segala maklumat yang diperoleh akan dianggap rahsia dan sulit, dan akan digunakan untuk tujuan akademik semata-mata.

Akhir kata, kaji selidik ini merupakan bahagian penting dalam kajian PhD saya. Saya amat berharap agar Y.Bhg Dato'/Datuk//Dr./Tuan/Encik akan membantu saya mengisi borang ini. Sekiranya Y.Bhg Dato'/Datuk//Dr./Tuan/Encik mempunyai sebarang soalan mengenai kaji selidik ini, Y.Bhg Dato'/Datuk//Dr./Tuan/Encik bolehlah menghubungi saya atau penyelia-penyelia saya, Dr. Azizi Hj. Halipah ([h.azizi@uum.edu.my](mailto:h.azizi@uum.edu.my)) atau Dr. Abdul Shukor Shamsudin ([shukor@uum.edu.my](mailto:shukor@uum.edu.my)).

Kerjasama Y.Bhg Dato'/Datuk//Dr./Tuan/Encik amat dihargai dan diucapkan jutaan terima kasih.

Yang benar,

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**IMPAK HUBUNGAN KOMPETENSI KEUSAHAWANAN DENGAN  
PRESTASI PERUSAHAAN KECIL DAN SEDERHANA (PKS) DI  
MALAYSIA: KEUPAYAAN DINAMIK SEBAGAI PENGANTARA DAN  
BUDAYA ORGANISASI SEBAGAI PENYEDERHANA**

***THE IMPACT OF ENTREPRENEURIAL COMPETENCY AND  
PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES (SMEs) IN  
MALAYSIA: DYNAMIC CAPABILITY AS MEDIATOR AND ORGANIZATION  
CULTURE AS MODERATOR***

**BORANG MAKLUMBALAS (*FEEDBACK FORM*)**

Nama Organisasi:  
(*Organization Name*):

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**BAHAGIAN A: MAKLUMAT DEMOGRAFI (*DEMOGRAPHIC INFORMATION*)**

Sila tandakan (✓) pada jawapan yang paling sesuai di mana berkenaan.

(*Please tick (✓) at the most appropriate answer where applicable.*)

1) Umur anda sekarang (*Your current age*)

25 atau ke bawah ( <i>25 and below</i> )	26-30	31-35	36-40	41-45	46-50	50 ke atas ( <i>50 and above</i> )

- 2) Umur anda semasa mula memiliki/mengurus perniagaan ini. (*Your age group when you started owning/managing this business.*)

25 atau ke bawah ( <i>25 and below</i> )	26-30	31-35	36-40	41-45	46-50	50 ke atas ( <i>50 and above</i> )

- 3) Jantina (*Sex*)

Lelaki ( <i>Male</i> )	Perempuan ( <i>Female</i> )

- 4) Taraf Perkahwinan  
(*Marital status*)

Bujang ( <i>Single</i> )	Berkahwin ( <i>Married</i> )	Duda/Janda ( <i>Widower/Widow</i> )	Lain-lain, nyatakan ( <i>Others, please state</i> )

- 5) Lokasi (Negeri). Sila Nyatakan:  
(*Location (State)*). (*Please State*):

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6) Bangsa (*Race*)

Melayu ( <i>Malay</i> )	Cina ( <i>Chinese</i> )	India ( <i>Indian</i> )	Lain-lain, nyatakan ( <i>Others, please state</i> )

7) Tahap Pendidikan (*Education Level*)

Sek Rendah ( <i>Primary</i> )	Sek Menengah ( <i>Secondary</i> )	Diploma	Ijazah Sarjana Muda ( <i>Bachelor's Degree</i> )	Sarjana ( <i>Master Degree</i> )	Doktor Falsafah ( <i>Doctor of Philosophy</i> )	Lain-lain, nyatakan ( <i>Others, please state</i> )

8) Jumlah Tahun Pengalaman

(*Total years of experience*)

1-3	4-6	7-9	10-12	13-15	16-19	20 ke atas ( <i>20 and above</i> )

9) Jumlah Tahun Pengalaman Dengan Syarikat Ini

(*Total years of experience with this organization*)

1-3	4-6	7-9	10-12	13-15	16-19	20 ke atas ( <i>20 and above</i> )

## **BAHAGIAN B : MAKLUMAT SYARIKAT (COMPANY INFORMATION)**

Sila isikan maklumat berkaitan dengan latar belakang syarikat anda atau tandakan (✓) pada jawapan yang berkenaan.

*(Please fill in the information relating to your company background or tick (✓) at the most appropriate answer where applicable.)*

- 1) Kaedah anda memiliki syarikat ini

*(Ways of owning this business)*

Membuka Sendiri (Start-up)	Mewarisi (Succession)	Pengurusan beli alih (Management Buy In)	Masuk Sebagai Rakan Kongsi (Joined as Partner)	Ambil alih (Take-over)	Lain-lain, nyatakan (Others, please state)

- 2) Umur syarikat anda

*(Your firm age)*

Kurang dari 5 (Less than 5)	5-10	11-15	16-20	21-25	Atas 25 (Above 25)

3) Struktur pemilikan syarikat anda

*(Ownership Structure)*

Pemilikan Tunggal <i>(Sole proprietorships)</i>	Perkongsian <i>(Partnership)</i>	Syarikat Sendirian Berhad <i>(Private Limited)</i>

4) Adakah anda terlibat di dalam operasi perniagaan ini secara aktif?

*(Are you actively involved in the operations of this business?)*

Ya <i>(Yes)</i>	Tidak <i>(No)</i>

5) Berapa jumlah pekerja tetap di dalam perniagaan anda? Sila nyatakan.

*(How many employees are there in your business organization?) Please state.*

---

- 6) Sila nyatakan di dalam sektor industri manakah syarikat anda terlibat? *(Please specify in what sector industry your company involved?)*

Pembuatan (contohnya dalam makanan & minuman, tekstil, produk elektrik & komponen, alat ganti & aksesori dll) <i>(Manufacturing) (e.g. food &amp; beverages, textile, electrical &amp; components, spare parts &amp; accessories, and etc.)</i>	
Perkhidmatan (contohnya dalam hotel, restoran, pendidikan, profesional, pengangkutan & komunikasi dll) <i>(Service) (e.g. hotel, restaurant, education, professional, transportation &amp; communication, telecommunication, and etc.)</i>	
Pertanian (contohnya dalam penanaman tanaman, penternakan haiwan, pembalakan, penangkapan ikan dll) <i>(Agricultural) (e.g. cultivation of crops, animal husbandry, logging, fish farming, and etc.)</i>	
Pembinaan (contohnya kediaman, bukan kediaman, kejuruteraan awam dan pertukangan khas) <i>(Construction) (e.g. residential, non-residential, civil engineering, and special trades)</i>	
Perlombongan dan Pengkuarian (contohnya perlombongan mineral dan pengkuarian batu) <i>(Mining and Quarrying) (e.g. mineral mining and stone quarrying)</i>	

**BAHAGIAN C : KOMPETENSI KEUSAHAWANAN (ENTREPRENEURIAL COMPETENCIES)**

Kenyataan-kenyataan berikut bertujuan menggambarkan tahap kompetensi anda di dalam setiap aktiviti yang diuraikan. Sila jawab semua soalan dan bulatkan satu angka yang menunjukkan persetujuan anda dengan setiap kenyataan berikut;

- (1) Sangat Tidak Penting (2) Tidak Penting (3) Agak Tidak Penting  
(4) Neutral (5) Agak Penting (6) Penting (7) Sangat Penting

*(The following statements indicate the level of competency you are in the activities described. Please answer all questions and circle the number indicating your agreement with each of the following statements);*

- (1) Not at all important (2) Not important (3) Slightly important (4) Neutral  
(5) Moderately important (6) Very important (7)Extremely important*

1	Mengenal pasti produk dan perkhidmatan yang dikehendaki oleh pelanggan. <i>(Identify goods or services customers want.)</i>	1	2	3	4	5	6	7
2	Menjangkakan keperluan pelanggan yang belum dipenuhi. <i>(Perceive unmet consumer needs.)</i>	1	2	3	4	5	6	7
3	Aktif dalam mencari produk atau perkhidmatan yang memberikan faedah sebenar kepada pelanggan. <i>(Actively look for products or services that provide real benefit to customers.)</i>	1	2	3	4	5	6	7
4	Merebut peluang perniagaan yang berkualiti tinggi. <i>(Seize high-quality business opportunities.)</i>	1	2	3	4	5	6	7
5	Mewujudkan hubungan jangka panjang yang baik dengan pelbagai pihak. <i>(Develop long-term trusting relationships with others.)</i>	1	2	3	4	5	6	7
6	Kemampuan berunding dengan pihak lain. <i>(Negotiate with others.)</i>	1	2	3	4	5	6	7
7	Berinteraksi dengan pelbagai pihak. <i>(Interact with others.)</i>	1	2	3	4	5	6	7

8	Mengekalkan rangkaian hubungan dengan pelbagai pihak. <i>(Maintain a personal network of work contacts.)</i>	1	2	3	4	5	6	7
9	Mampu memahami apa yang dimaksudkan oleh orang lain melalui perkataan dan perbuatan mereka. <i>(Understand what others mean by their words and actions.)</i>	1	2	3	4	5	6	7
10	Komunikasi yang berkesan dengan pihak lain. <i>(Communicate with others effectively.)</i>	1	2	3	4	5	6	7
11	Menyedari implikasi sesuatu idea, isu dan pemerhatian dalam konteks alternatif. <i>(Apply ideas, issues, and observations to alternative contexts.)</i>	1	2	3	4	5	6	7
12	Menghubung kaitkan idea, isu dan hasil pemerhatian dalam konteks perniagaan. <i>(Integrate ideas, issues, and observations into more general contexts.)</i>	1	2	3	4	5	6	7
13	Mengambil risiko yang berpatutan dalam perniagaan. <i>(Take reasonable job-related risks.)</i>	1	2	3	4	5	6	7
14	Mengawasi pencapaian syarikat terutama bagi tugas yang berisiko. <i>(Monitor progress toward objectives in risky actions.)</i>	1	2	3	4	5	6	7
15	Melihat ke dalam sesuatu masalah dari pelbagai sudut. <i>(Look at old problems in new ways.)</i>	1	2	3	4	5	6	7
16	Kemampuan mengetengahkan idea-idea baharu. <i>(Explore new ideas.)</i>	1	2	3	4	5	6	7
17	Melihat sesuatu masalah sebagai satu bentuk peluang. <i>(Treat new problems as opportunities.)</i>	1	2	3	4	5	6	7
18	Merangka operasi perniagaan. <i>(Plan the operations of the business.)</i>	1	2	3	4	5	6	7
19	Merancang pengurusan sumber-sumber penting dalam perniagaan. <i>(Plan the organisation of different resources.)</i>	1	2	3	4	5	6	7
20	Memastikan kelancaran perjalanan organisasi. <i>(Keep the organization run smoothly.)</i>	1	2	3	4	5	6	7
21	Mengagihkan sumber-sumber penting dalam syarikat. <i>(Organize resources.)</i>	1	2	3	4	5	6	7
22	Kebolehan mengkoordinasi dan mengatur aktiviti perniagaan. <i>(Coordinate tasks.)</i>	1	2	3	4	5	6	7
23	Menyelia pekerja bawahan. <i>(Supervise subordinates.)</i>	1	2	3	4	5	6	7
24	Memimpin kakitangan bawahan. <i>(Lead subordinates.)</i>	1	2	3	4	5	6	7
25	Mengatur dan mengurus aktiviti pekerja. <i>(Organize people.)</i>	1	2	3	4	5	6	7
26	Memotivasikan pekerja di dalam syarikat. <i>(Motivate people.)</i>	1	2	3	4	5	6	7
27	Membahagi tugas secara efektif. <i>(Delegate effectively.)</i>	1	2	3	4	5	6	7
28	Mengenal pasti isu-isu jangka panjang, masalah atau peluang. <i>(Determine long-term issues, problems, or opportunities.)</i>	1	2	3	4	5	6	7

29	Peka terhadap hala tuju industri yang diceburi dan bagaimana perubahan boleh mempengaruhi perniagaan. ( <i>Aware of the projected directions of the industry and how changes might impact the firm.</i> )	1	2	3	4	5	6	7
30	Mengutamakan tugas penting yang selari dengan matlamat syarikat. ( <i>Prioritize work in alignment with business goals.</i> )	1	2	3	4	5	6	7
31	Mengubahsuaikan perniagaan bagi mencapai matlamat jangka panjang. ( <i>Redesign the department and/or organization to better meet long-term objectives and changes.</i> )	1	2	3	4	5	6	7
32	Menyelaraskan tindakan dengan matlamat strategik. ( <i>Align current actions with strategic goals.</i> )	1	2	3	4	5	6	7
33	Mengkaji dan mengaitkan matlamat jangka pendek dan matlamat jangka panjang. ( <i>Assess and link short-term, day-to-day tasks in the context of long-term direction.</i> )	1	2	3	4	5	6	7
34	Memantau tahap pencapaian syarikat bagi mencapai matlamat strategik. ( <i>Monitor progress toward strategic goals.</i> )	1	2	3	4	5	6	7
35	Menilai sesuatu keputusan berdasarkan kepada matlamat strategik. ( <i>Evaluate results against strategic goals.</i> )	1	2	3	4	5	6	7
36	Menentukan tindakan strategik dengan mengimbangi kos dan faedah. ( <i>Determine strategic actions by weighing costs and benefits.</i> )	1	2	3	4	5	6	7
37	Berdedikasi dalam memastikan perniagaan berjalan lancar. ( <i>Dedicate to make the venture work whenever possible.</i> )	1	2	3	4	5	6	7
38	Berusaha bagi memastikan perniagaan tidak gagal. ( <i>Refuse to let the venture fail whenever appropriate.</i> )	1	2	3	4	5	6	7
39	Mempunyai kekuatan dalaman yang tinggi untuk berjaya. ( <i>Possess an extremely strong internal drive.</i> )	1	2	3	4	5	6	7
40	Memberikan komitmen terhadap matlamat jangka panjang. ( <i>Commit to long-term business goals.</i> )	1	2	3	4	5	6	7

#### **BAHAGIAN D: BUDAYA ORGANISASI (ORGANIZATIONAL CULTURE)**

Kenyataan-kenyataan berikut bertujuan menggambarkan tahap budaya organisasi syarikat anda. Sila jawab semua soalan dan bulatkan satu angka yang menunjukkan persetujuan anda dengan setiap kenyataan berikut;

(1) Sangat Tidak Bersetuju (2) Tidak Bersetuju (3) Agak Tidak Bersetuju

(4) Berkecuali (5) Agak Bersetuju (6) Bersetuju (7) Sangat Setuju

*(The following statements indicate organizational culture level at your company. Please answer all questions and circle the number indicating your agreement with each of the following statements);*

*(1) Strongly disagree (2) Not agree (3) Not very agree (4) Neither disagree or agree*

*(5) Quite agree (6) Agree (7) Strongly agree*

1	Mementingkan pangkat ( <i>Hierarchical</i> )	1	2	3	4	5	6	7
2	Mengikut aturan yang ditetapkan ( <i>Procedural</i> )	1	2	3	4	5	6	7
3	Berstruktur ( <i>Structured</i> )	1	2	3	4	5	6	7
4	Perintah ( <i>Ordered</i> )	1	2	3	4	5	6	7
5	Mempunyai peraturan ( <i>Regulated</i> )	1	2	3	4	5	6	7
6	Mapan ( <i>Established, Solid</i> )	1	2	3	4	5	6	7
7	Berhati-hati ( <i>Cautious</i> )	1	2	3	4	5	6	7
8	Berorientasikan kuasa ( <i>Power-oriented</i> )	1	2	3	4	5	6	7
9	Mengambil risiko ( <i>Risk taking</i> )	1	2	3	4	5	6	7



10	Berorientasikan pencapaian ( <i>Results-oriented</i> )	1	2	3	4	5	6	7
11	Kreatif ( <i>Creative</i> )	1	2	3	4	5	6	7
12	Menekan ( <i>Pressurized</i> )	1	2	3	4	5	6	7
13	Merangsang ( <i>Stimulating</i> )	1	2	3	4	5	6	7
14	Mencabar ( <i>Challenging</i> )	1	2	3	4	5	6	7
15	Keusahawanan ( <i>Enterprising</i> )	1	2	3	4	5	6	7
16	Daya usaha ( <i>Driving</i> )	1	2	3	4	5	6	7
17	Kolaboratif ( <i>Collaborative</i> )	1	2	3	4	5	6	7
18	Berorientasikan hubungan ( <i>Relationships-oriented</i> )	1	2	3	4	5	6	7
19	Mendorong ( <i>Encouraging</i> )	1	2	3	4	5	6	7
20	Peramah ( <i>Sociable</i> )	1	2	3	4	5	6	7
21	Kebebasan sendiri ( <i>Personal freedom</i> )	1	2	3	4	5	6	7
22	Kesamarataan ( <i>Equitable</i> )	1	2	3	4	5	6	7
23	Keselamatan ( <i>Safe</i> )	1	2	3	4	5	6	7
24	Kepercayaan ( <i>Trusting</i> )	1	2	3	4	5	6	7

### **BAHAGIAN E: KEUPAYAAN DINAMIK (DYNAMIC CAPABILITIES)**

Kenyataan-kenyataan berikut bertujuan menggambarkan tahap keupayaan dinamik syarikat anda. Sila jawab semua soalan dan bulatkan satu angka yang menunjukkan persetujuan anda dengan setiap kenyataan berikut;

- (1) Sangat Tidak Bersetuju (2) Tidak Bersetuju (3) Agak Tidak Bersetuju  
(4) Berkecuali (5) Agak Bersetuju (6) Bersetuju (7) Sangat Setuju

*(The following statements indicate dynamic capabilities level at your company. Please answer all questions and circle the number indicating your agreement with each of the following statements);*

- (1) Strongly disagree (2) Not agree (3) Not very agree (4) Neither disagree or agree  
(5) Quite agree (6) Agree (7) Strongly agree*

1	Kami menyedari perubahan persekitaran sebelum pesaing. <i>(We can perceive environmental change before competitors.)</i>	1	2	3	4	5	6	7
2	Kami sering mengadakan mesyuarat untuk membincangkan permintaan pasaran. <i>(We often have meetings to discuss the market demand.)</i>	1	2	3	4	5	6	7
3	Kami boleh memahami sepenuhnya kesan persekitaran dalaman dan luaran. <i>(We can fully understand the impact of internal and external environment.)</i>	1	2	3	4	5	6	7
4	Kami dapat merasai peluang yang berpotensi besar dan ancaman. <i>(We can feel the major potential opportunities and threats.)</i>	1	2	3	4	5	6	7
5	Kami mempunyai sistem pengurusan maklumat yang sempurna. <i>(We have perfect information management system.)</i>	1	2	3	4	5	6	7
6	Kami mempunyai keupayaan pemerhatian dan penilaian yang baik. <i>(We have good observation and judgment ability.)</i>	1	2	3	4	5	6	7
7	Kami boleh berurusan dengan cepat dalam proses membuat keputusan yang strategik ketika konflik berlaku. <i>(We can quickly deal with conflicts in the</i>	1	2	3	4	5	6	7

	<i>strategic decision-making process.)</i>							
8	Dalam banyak keadaan kami boleh membuat keputusan yang tepat pada masanya untuk menangani masalah strategik. <i>(Under many circumstances we can make timely decisions to deal with strategic problems.)</i>	1	2	3	4	5	6	7
9	Kami boleh memperbaiki dengan cepat terhadap pelanggan yang tidak berpuas hati. <i>(We can remedy quickly to unsatisfactory customers.)</i>	1	2	3	4	5	6	7
10	Kami boleh menyusun semula sumber-sumber pada waktunya untuk menangani perubahan persekitaran. <i>(We can reconfigure resources in time to address environmental change.)</i>	1	2	3	4	5	6	7
11	Perubahan strategik kami, boleh dilakukan dengan efisien. <i>(Our strategic changes can be efficiently carried out.)</i>	1	2	3	4	5	6	7
12	Kerjasama yang baik wujud di kalangan jabatan yang berbeza. <i>(Good cooperation exist among different functions.)</i>	1	2	3	4	5	6	7
13	Staf kami membantu antara satu sama lain dalam pelaksanaan perubahan strategik. <i>(We help each other in strategic change implementation.)</i>	1	2	3	4	5	6	7
14	Kami mempunyai sistem penganugerahan dan kawalan yang betul. <i>(We have a proper awarding and controlling system.)</i>	1	2	3	4	5	6	7
15	Kami boleh meningkatkan pelaksanaan perubahan strategik dengan efisien. <i>(We can efficiently improve strategic change implementation.)</i>	1	2	3	4	5	6	7

#### **BAHAGIAN F: PRESTASI PERNIAGAAN (BUSINESS PERFORMANCE)**

Dengan merujuk kepada prestasi perniagaan perniagaan anda dalam masa 3 TAHUN YANG LEPAS (atau semenjak anda menjadi pemilik/pengurus perniagaan ini jika anda telah terlibat dengannya untuk kurang dari 3 tahun), sila nyatakan tahap persetujuan anda dengan kenyataan berikut pada skala 1-7 (sila bulatkan jawapan anda);

(1) Tersangat Rendah (2) Sangat Rendah (3) Agak Rendah (4) Statik/Tiada Perubahan (5) Agak Tinggi (6) Tinggi (7) Sangat Tinggi

*(With reference to your firm's business performance in the past three (3) years (or since you became the owner / manager of this firm if you have been involved with it for less than three years. Please answer all questions and circle the number indicating your agreement with each of the following statements);*

*(1) Very Low (2) Low (3) Quite Low (4) Neither Low Nor High (5) Quite High (6) High (7) Very High*

1	Aliran tunai ( <i>Cash flow</i> )	1	2	3	4	5	6	7
2	Margin untung kasar ( <i>Gross profit margin</i> )	1	2	3	4	5	6	7
3	Untung bersih dari operasi ( <i>Net profit from operation</i> )	1	2	3	4	5	6	7
4	Pertumbuhan jualan ( <i>Sales growth</i> )	1	2	3	4	5	6	7
5	Pulangan atas jualan ( <i>Return of sales</i> )	1	2	3	4	5	6	7
6	Pulangan ke atas pelaburan ( <i>Return on investment</i> )	1	2	3	4	5	6	7
7	Nisbah untung ke atas jualan ( <i>Profit to sales ratio</i> )	1	2	3	4	5	6	7
8	Pulangan ke atas ekuiti pemegang saham ( <i>Return to shareholder equity</i> )	1	2	3	4	5	6	7
9	Keupayaan membiayai perniagaan dari keuntungan ( <i>Ability to fund business growth from profit</i> )	1	2	3	4	5	6	7

## Lampiran 2

### Analisis Kebolehpercayaan Instrumen

#### 1) Kompetensi Peluang

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.793	.795	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECOp1	18.12	5.765	.663	.517	.715
ECOp2	18.35	6.229	.500	.418	.791
ECOp3	18.29	5.318	.623	.522	.734
ECOp4	18.06	5.565	.638	.544	.724

#### 2) Kompetensi Hubungan

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.890	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECRe1	30.30	14.506	.622	.406	.883
ECRe2	30.56	13.056	.761	.605	.861
ECRe3	30.39	13.335	.781	.701	.858
ECRe4	30.43	13.550	.759	.680	.862
ECRe5	30.70	14.089	.620	.451	.885
ECRe6	30.42	14.174	.707	.547	.871

### 3) Kompetensi Konseptual

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.870	.871	7

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECCon1	36.05	15.702	.673	.577	.849
ECCon2	36.04	15.403	.717	.622	.843
ECCon3	36.01	15.822	.574	.526	.862
ECCon4	35.96	15.351	.652	.579	.851
ECCon5	36.06	16.026	.610	.521	.857
ECCon6	35.97	15.025	.697	.585	.845
ECCon7	36.13	16.105	.609	.474	.857

#### 4) Kompetensi Organisasi

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.912	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECOrg1	48.65	28.168	.667	.712	.904
ECOrg2	48.73	28.477	.649	.642	.905
ECOrg3	48.45	28.788	.683	.501	.902
ECOrg5	48.71	28.744	.652	.482	.904
ECOrg6	48.84	28.541	.719	.573	.900
ECOrg7	48.86	26.836	.782	.781	.895
ECOrg8	48.84	28.645	.706	.695	.901
ECOrg9	48.70	28.984	.694	.616	.902
ECOrg10	48.65	28.846	.703	.530	.901

#### 5) Kompetensi Strategik

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.935	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECS1	47.75	36.474	.737	.646	.929
ECS2	47.78	36.016	.755	.691	.928
ECS3	47.69	36.581	.722	.637	.930
ECS4	47.79	37.861	.659	.638	.933
ECS5	47.81	35.688	.834	.793	.924
ECS6	47.97	34.330	.818	.761	.924
ECS7	47.78	35.755	.781	.674	.927
ECS8	47.75	36.708	.757	.646	.928
ECS9	47.81	35.766	.754	.643	.928

## 6) Kompetensi Komitmen

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.758	.760	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECCo1	12.68	2.125	.586	.348	.680
ECCo2	12.49	2.260	.612	.375	.654
ECCo3	12.65	2.133	.571	.328	.698



7) Budaya Organisasi

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.922	22

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCBu1	124.09	167.222	.261	.306	.915
OCBu2	121.94	163.600	.540	.657	.905
OCBu3	121.78	165.460	.515	.584	.906
OCBu5	121.68	163.916	.667	.678	.903
OCBu6	121.58	161.513	.748	.794	.901
OCBu7	121.71	165.988	.502	.472	.906
OCBu8	122.83	163.680	.370	.626	.911
OCIn1	122.05	164.423	.559	.519	.905
OCIn2	121.58	166.131	.571	.621	.905
OCIn3	121.48	163.112	.652	.794	.903
OCIn5	121.90	164.337	.591	.575	.904
OCIn6	122.10	162.537	.512	.451	.906
OCIn7	121.31	164.902	.711	.806	.903
OCIn8	121.27	165.617	.637	.782	.904
OCSu1	121.61	163.569	.593	.579	.904
OCSu2	121.88	162.808	.448	.595	.908
OCSu3	121.51	163.242	.665	.757	.903
OCSu4	121.52	165.694	.616	.642	.904
OCSu5	121.97	159.782	.567	.638	.905
OCSu6	122.03	165.078	.437	.406	.908
OCSu7	121.45	164.858	.611	.742	.904
OCSu8	121.35	166.742	.581	.679	.905

8) Keupayaan Dinamik

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.946	.946	15

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DCSt1	79.57	117.637	.770	.745	.941
DCSt2	79.61	119.091	.618	.685	.945
DCSt3	79.69	115.598	.804	.812	.940
DCSt4	79.47	117.224	.779	.720	.941
DCSt5	79.53	115.346	.782	.787	.941
DCSt6	79.58	117.140	.783	.774	.941
DCTi1	79.30	121.567	.635	.578	.944
DCTi2	79.32	121.133	.693	.639	.943
DCTi3	79.19	122.505	.621	.633	.945
DCTi4	79.34	119.677	.668	.690	.944
DCCh1	79.44	120.352	.730	.724	.942
DCCh2	79.31	119.746	.680	.710	.943
DCCh3	79.21	123.609	.614	.629	.945
DCCh4	79.87	116.800	.777	.787	.941
DCCh5	79.56	117.639	.751	.772	.942

9) Prestasi PKS

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.910	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BP1	39.87	38.487	.640	.530	.902
BP2	40.08	37.272	.695	.660	.898
BP3	40.09	37.622	.739	.684	.895
BP4	39.96	39.507	.598	.462	.905
BP5	39.99	37.709	.615	.499	.904
BP6	40.04	37.551	.771	.689	.893
BP7	40.01	36.978	.761	.756	.893
BP8	40.43	36.585	.671	.552	.900
BP9	39.84	37.593	.727	.652	.896

### Lampiran 3

#### Ujian T Sampel Bebas

Group Statistics					
resp		N	Mean	Std. Deviation	Std. Error Mean
Kompetensi peluang	awal	128	6.0742	.79390	.07017
	lewat	103	6.0607	.74547	.07345
Kompetensi hubungan	awal	128	6.0755	.74414	.06577
	lewat	103	6.1149	.72537	.07147
Kompetensi konseptual	awal	128	5.9721	.65135	.05757
	lewat	103	6.0472	.65355	.06440
Kompetensi organisasi	awal	128	6.0521	.65444	.05785
	lewat	103	6.1359	.67388	.06640
Kompetensi strategik	awal	128	5.9913	.78711	.06957
	lewat	103	5.9525	.70042	.06901
Kompetensi komitmen	awal	128	6.3047	.66275	.05858
	lewat	103	6.3010	.73877	.07279
Budaya Organisasi	awal	128	5.6823	.59773	.05283
	lewat	103	5.7006	.62472	.06156
Keupayaan Dinamik	awal	128	5.6297	.78667	.06953
	lewat	103	5.7340	.76631	.07551
Prestasi	awal	128	4.9505	.79963	.07068
	lewat	103	5.0712	.71347	.07030

## Lampiran 4

### Statistik Deskriptif – Frekuensi: Profil Responden

**Current age**

	Frequency	Percent	Valid Percent	Cumulative Percent
25 and below	24	10.4	10.4	10.4
26-30	36	15.6	15.6	26.0
31-35	36	15.6	15.6	41.6
36-40	54	23.4	23.4	64.9
Valid 41-45	36	15.6	15.6	80.5
46-50	27	11.7	11.7	92.2
Above 50	18	7.8	7.8	100.0
Total	231	100.0	100.0	

**Managing age**

	Frequency	Percent	Valid Percent	Cumulative Percent
25 and below	45	19.5	19.5	19.5
26-30	69	29.9	29.9	49.4
31-35	57	24.7	24.7	74.0
36-40	48	20.8	20.8	94.8
Valid 41-45	6	2.6	2.6	97.4
46-50	3	1.3	1.3	98.7
Above 50	3	1.3	1.3	100.0
Total	231	100.0	100.0	

**Sex**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	138	59.7	59.7	59.7
Valid Female	93	40.3	40.3	100.0
Total	231	100.0	100.0	

#### Marriage status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	42	18.2	18.2	18.2
	Married	180	77.9	77.9	96.1
	Widow	9	3.9	3.9	100.0
	Total	231	100.0	100.0	

#### Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Johor	70	30.3	30.3	30.3
	Kedah	6	2.6	2.6	32.9
	Kelantan	3	1.3	1.3	34.2
	Melaka	11	4.8	4.8	39.0
	Negeri Sembilan	3	1.3	1.3	40.3
	Pahang	12	5.2	5.2	45.5
	Pulau Pinang	6	2.6	2.6	48.1
	Perak	15	6.5	6.5	54.5
	Perlis	6	2.6	2.6	57.1
	Selangor	71	30.7	30.7	87.9
	Terengganu	5	2.2	2.2	90.0
	Sabah	2	.9	.9	90.9
	Sarawak	3	1.3	1.3	92.2
	WP Kuala Lumpur	18	7.8	7.8	100.0
	Total	231	100.0	100.0	

#### Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	219	94.8	94.8	94.8
	Chinese	3	1.3	1.3	96.1
	Indian	9	3.9	3.9	100.0
	Total	231	100.0	100.0	

#### Education level

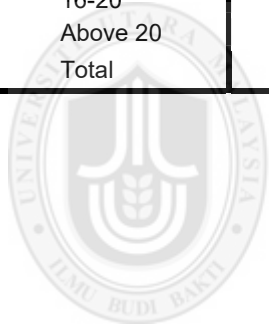
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	6	2.6	2.6	2.6
	Secondary	72	31.2	31.2	33.8
	Diploma	54	23.4	23.4	57.1
	First Degree	60	26.0	26.0	83.1
	Master	30	13.0	13.0	96.1
	PhD	9	3.9	3.9	100.0
	Total	231	100.0	100.0	

**Total years of experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	51	22.1	22.1	22.1
6-10	63	27.3	27.3	49.4
11-15	60	26.0	26.0	75.3
16-20	36	15.6	15.6	90.9
Above 20	21	9.1	9.1	100.0
Total	231	100.0	100.0	

**Total years of experience with this firm/company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less Than 1	18	7.8	7.8	7.8
1-5	144	62.3	62.3	70.1
6-10	36	15.6	15.6	85.7
11-15	12	5.2	5.2	90.9
16-20	12	5.2	5.2	96.1
Above 20	9	3.9	3.9	100.0
Total	231	100.0	100.0	



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## Lampiran 5

### Statistik Deskriptif – Frekuensi: Profil Syarikat

**Ways of owning this business**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Start-up	153	66.2	66.2	66.2
Succession	33	14.3	14.3	80.5
Management Buy In	15	6.5	6.5	87.0
Joined As Partner	27	11.7	11.7	98.7
Take Over	3	1.3	1.3	100.0
Total	231	100.0	100.0	

**Your firm age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less Than 5	93	40.3	40.3	40.3
5-10	93	40.3	40.3	80.5
11-15	18	7.8	7.8	88.3
16-20	9	3.9	3.9	92.2
21-25	6	2.6	2.6	94.8
Above 25	12	5.2	5.2	100.0
Total	231	100.0	100.0	

**Ownership structure**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sole Proprietorships	111	48.1	48.1	48.1
Partnership	78	33.8	33.8	81.8
Private Limited	42	18.2	18.2	100.0
Total	231	100.0	100.0	

**Are you actively involved in the operation of this business**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	219	94.8	94.8	94.8
No	12	5.2	5.2	100.0
Total	231	100.0	100.0	



**How many employees are there in your business organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro	144	62.3	62.3	62.3
	Small	75	32.5	32.5	94.8
	Medium	12	5.2	5.2	100.0
	Total	231	100.0	100.0	

**Sector industry**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manufacturing	108	46.8	46.8	46.8
	Service	87	37.7	37.7	84.4
	Agricultural	12	5.2	5.2	89.6
	Construction	24	10.4	10.4	100.0
	Total	231	100.0	100.0	



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## Lampiran 6

### Analisis Faktor Bagi Kompetensi Keusahawanan

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	8948.716
	df	703
	Sig.	.000

**Scree Plot**



**Communalities**

	Initial	Extraction
ECOp1	1.000	.633
ECOp2	1.000	.649
ECOp3	1.000	.731
ECOp4	1.000	.785
ECRe1	1.000	.586
ECRe2	1.000	.744
ECRe3	1.000	.780
ECRe4	1.000	.723
ECRe5	1.000	.664
ECRe6	1.000	.741
ECCon1	1.000	.676
ECCon2	1.000	.704
ECCon3	1.000	.590
ECCon4	1.000	.767
ECCon5	1.000	.742
ECCon6	1.000	.750
ECCon7	1.000	.662
ECOrg1	1.000	.743
ECOrg2	1.000	.695
ECOrg3	1.000	.729
ECOrg5	1.000	.620
ECOrg6	1.000	.680
ECOrg7	1.000	.787
ECOrg8	1.000	.774
ECOrg9	1.000	.628
ECOrg10	1.000	.646
ECSt1	1.000	.691
ECSt2	1.000	.752
ECSt3	1.000	.824
ECSt4	1.000	.615
ECSt5	1.000	.764
ECSt6	1.000	.802
ECSt7	1.000	.777
ECSt8	1.000	.706
ECSt9	1.000	.651
ECCo1	1.000	.734
ECCo2	1.000	.599
ECCo3	1.000	.611

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.068	50.178	50.178	19.068	50.178	50.178	5.405	14.225	14.225
2	2.022	5.322	55.501	2.022	5.322	55.501	5.238	13.783	28.008
3	1.868	4.917	60.417	1.868	4.917	60.417	5.220	13.736	41.744
4	1.449	3.813	64.231	1.449	3.813	64.231	3.904	10.273	52.018
5	1.253	3.296	67.527	1.253	3.296	67.527	3.836	10.094	62.112
6	1.098	2.890	70.418	1.098	2.890	70.418	3.156	8.306	70.418
7	.999	2.629	73.047						
8	.924	2.433	75.480						
9	.878	2.310	77.790						
10	.788	2.074	79.863						
11	.737	1.940	81.803						
12	.697	1.833	83.637						
13	.593	1.560	85.197						
14	.572	1.504	86.701						
15	.503	1.324	88.025						
16	.480	1.264	89.289						
17	.421	1.109	90.398						
18	.416	1.095	91.493						
19	.377	.991	92.485						
20	.356	.936	93.421						
21	.290	.763	94.184						
22	.278	.732	94.916						
23	.262	.690	95.606						
24	.228	.599	96.205						
25	.199	.523	96.728						
26	.179	.471	97.199						
27	.164	.432	97.631						
28	.135	.354	97.985						
29	.122	.321	98.306						
30	.115	.303	98.609						
31	.104	.274	98.883						
32	.085	.224	99.107						
33	.083	.217	99.324						
34	.067	.176	99.500						
35	.057	.149	99.649						
36	.055	.144	99.793						
37	.043	.113	99.906						
38	.036	.094	100.000						

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix**

	Component					
	1	2	3	4	5	6
ECOp1	.533					
ECOp2	.650					
ECOp3	.789					
ECOp4	.734					
ECRe1		.571				
ECRe2		.572				
ECRe3		.577				
ECRe4		.571				
ECRe5		.694				
ECRe6		.748				
ECCon1			.504			.452
ECCon2			.644			
ECCon3			.537			
ECCon4			.566			
ECCon5			.677			
ECCon6			.624	.462		
ECCon7			.705			
ECOrg1		.527		.579		
ECOrg2		.431		.510		
ECOrg3				.718		
ECOrg5				.478		
ECOrg6		.410		.579		
ECOrg7		.411		.618		
ECOrg8				.710		
ECOrg9				.525		
ECOrg10				.512		
ECSt1					.647	
ECSt2					.538	
ECSt3					.670	
ECSt4	.427				.513	
ECSt5			.490		.552	
ECSt6					.741	
ECSt7		.419			.530	
ECSt8					.490	
ECSt9	.441				.517	
ECCo1			.443			.623
ECCo2						.578
ECCo3						.573

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 21 iterations.

## Lampiran 7

### Analisis Faktor Bagi Budaya Organisasi

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.816
Approx. Chi-Square		3569.051
Bartlett's Test of Sphericity	df	276
	Sig.	.000

#### Communalities

	Initial	Extraction
OCBu1	.328	.064
OCBu2	.665	.372
OCBu3	.590	.308
OCBu4	.661	.173
OCBu5	.711	.496
OCBu6	.819	.625
OCBu7	.565	.270
OCBu8	.747	.121
OCIn1	.526	.326
OCIn2	.642	.377
OCIn3	.799	.526
OCIn4	.620	.031
OCIn5	.592	.400
OCIn6	.486	.269
OCIn7	.807	.576
OCIn8	.785	.474
OCSu1	.587	.398
OCSu2	.611	.196
OCSu3	.772	.483
OCSu4	.645	.405
OCSu5	.638	.318
OCSu6	.444	.200
OCSu7	.745	.458
OCSu8	.681	.414

Extraction Method: Principal Axis Factoring.

**Total Variance Explained**

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.869	36.956	36.956	8.281	34.503	34.503
2	2.666	11.108	48.063			
3	1.538	6.408	54.471			
4	1.380	5.751	60.222			
5	1.303	5.428	65.650			
6	.966	4.026	69.677			
7	.887	3.696	73.373			
8	.829	3.453	76.825			
9	.738	3.074	79.899			
10	.641	2.670	82.569			
11	.619	2.578	85.148			
12	.519	2.163	87.310			
13	.495	2.062	89.373			
14	.435	1.811	91.183			
15	.346	1.440	92.623			
16	.307	1.280	93.903			
17	.304	1.265	95.168			
18	.249	1.037	96.205			
19	.219	.914	97.119			
20	.213	.886	98.005			
21	.185	.769	98.774			
22	.108	.449	99.223			
23	.094	.393	99.616			
24	.092	.384	100.000			

Extraction Method: Principal Axis Factoring.

Anti-image Matrices		OCBu1	OCBu2	OCBu3	OCBu4	OCBu5	OCBu6	OCBu7	OCBu8	OCIn1	OCIn2	OCIn3	OCIn4	OCIn5	OCIn6	OCIn7	OCIn8	OCSu1	OCSu2	OCSu3	OCSu4	OCSu5	OCSu6	OCSu7	OCSu8
Anti-image Covariance	OCBu1	.672	.129	-.067	-.025	-.104	-.024	-.032	-.065	.058	-.017	-.005	-.074	.067	-.032	.003	-.024	.001	.034	-.034	-.003	.035	.004	.035	.022
	OCBu2	.129	.335	-.166	.032	-.078	-.029	.035	-.060	.031	.065	-.065	-.050	-.069	-.028	-.024	.015	.033	.095	-.051	-.065	.059	.111	-.001	.056
	OCBu3	-.067	-.166	.410	-.045	-.018	.001	-.046	.033	.003	-.049	.047	.019	.024	-.007	-.021	-.047	.019	.004	.009	.100	-.084	-.026	-.022	-.012
	OCBu4	-.025	.032	-.045	.339	-.052	-.086	.150	-.127	.021	.080	-.038	-.098	-.073	.032	.009	.029	-.030	.013	.006	.022	.003	.082	.005	-.022
	OCBu5	-.104	-.078	-.018	-.052	.289	-.067	-.013	.013	-.058	-.053	.042	.102	-.053	-.078	.008	-.008	.036	-.029	.039	-.042	.039	-.025	.010	-.063
	OCBu6	-.024	-.029	.001	-.086	-.067	.181	-.095	.061	-.066	-.041	-.036	.025	.041	.021	.004	.017	-.016	-.025	-.045	.081	-.061	-.111	-.059	.053
	OCBu7	-.032	.035	-.046	.150	-.013	-.095	.435	-.129	-.051	.141	-.110	.017	-.022	-.027	-.007	.040	.002	.044	.016	-.065	.037	.076	-.004	.002
	OCBu8	-.065	-.060	.033	-.127	.013	.061	-.129	.253	-.017	-.081	.053	-.073	.059	.019	-.004	-.018	.014	-.110	.028	.021	-.131	-.054	-.009	-.002
	OCIn1	.058	.031	.003	.021	-.058	-.066	-.051	-.017	.474	-.025	.065	-.052	-.044	.060	-.086	.037	.029	-.063	.059	-.035	-.028	-.031	.009	-.065
	OCIn2	-.017	.065	-.049	.080	-.053	-.041	.141	-.081	-.025	.358	-.131	-.041	-.099	-.021	-.030	.061	.045	.066	-.030	.000	.003	.120	-.008	-.009
	OCIn3	-.005	-.065	.047	-.038	.042	-.036	-.110	.053	.065	-.131	.201	.000	-.009	.015	-.019	-.052	-.054	-.045	.058	-.028	.027	-.027	.021	-.081
	OCIn4	-.074	-.050	.019	-.098	.102	.025	.017	-.073	-.052	-.041	.000	.380	-.001	-.112	-.018	.001	.049	-.077	.068	.019	-.010	-.098	-.034	.022
	OCIn5	.067	-.069	.024	-.073	-.053	.041	-.022	.059	-.044	-.099	-.009	-.001	.408	-.081	.042	-.037	-.073	-.039	.000	-.027	-.053	-.042	.048	-.029
	OCIn6	-.032	-.028	-.007	.032	-.078	.021	-.027	.019	.060	-.021	.015	-.112	-.081	.514	-.050	.031	-.132	-.044	.027	.031	-.034	-.065	.010	.009
	OCIn7	.003	-.024	-.021	.009	.008	.004	-.007	-.004	-.086	-.030	-.019	-.018	.042	-.050	.193	-.129	-.022	.033	-.068	-.020	.043	-.006	.056	-.015
	OCIn8	-.024	.015	-.047	.029	-.008	.017	.040	-.018	.037	.061	-.052	.001	-.037	.031	-.129	.215	-.020	-.009	.011	.016	-.044	.026	-.091	.045
	OCSu1	.001	.033	.019	-.030	.036	-.016	.002	.014	.029	.045	-.054	.049	-.073	-.132	-.022	-.020	.413	-.061	-.042	.002	-.012	.004	.018	-.037
	OCSu2	.034	.095	.004	.013	-.029	-.025	.044	-.110	-.063	.066	-.045	-.077	-.039	-.044	.033	-.009	-.061	.389	-.137	-.066	.107	.083	.066	.011
	OCSu3	-.034	-.051	.009	.006	.039	-.045	.016	.028	.059	-.030	.058	.068	.000	.027	-.068	.011	-.042	-.137	.228	-.055	-.065	-.040	-.069	.017
	OCSu4	-.003	-.065	.100	.022	-.042	.081	-.065	.021	-.035	.000	-.028	.019	-.027	.031	-.020	.016	.002	-.066	-.055	.355	-.126	-.108	-.053	-.006
	OCSu5	.035	.059	-.084	.003	.039	-.061	.037	-.131	-.028	.003	.027	-.010	-.053	-.034	.043	-.044	-.012	.107	-.065	-.126	.362	.043	.032	-.014
	OCSu6	.004	.111	-.026	.082	-.025	-.111	.076	-.054	.031	.120	-.027	-.098	-.042	-.065	-.006	.026	.004	.083	-.040	-.108	.043	.556	.001	.004
	OCSu7	.035	-.001	-.022	.005	.010	-.059	-.004	-.009	-.009	-.008	.021	-.034	.048	.010	.056	-.091	.018	.066	-.069	-.053	.032	.001	.255	-.157
	OCSu8	.022	.056	-.012	-.022	-.063	.053	.002	-.002	-.065	-.009	-.081	.022	-.029	.009	-.015	.045	-.037	.011	.017	-.006	-.014	.004	-.157	.319
Anti-image Correlation	OCBu1	.766 <sup>a</sup>	.271	-.127	-.052	-.235	-.068	-.059	-.157	.103	-.036	-.012	-.147	.129	-.054	.009	-.062	.002	.067	-.087	-.006	.071	.006	.085	.047
	OCBu2	.271	.788 <sup>a</sup>	-.447	.096	-.250	-.117	.093	-.207	.077	.188	-.251	-.139	-.186	-.067	-.093	.055	.090	.262	-.184	-.189	.170	.257	-.003	.172
	OCBu3	-.127	-.447	.854 <sup>a</sup>	-.120	-.052	.005	-.109	.102	.007	-.129	.162	.049	.058	-.015	-.075	-.158	.046	.009	.028	.262	-.218	-.054	-.070	-.033
	OCBu4	-.052	.096	-.120	.732 <sup>a</sup>	-.167	-.349	.391	-.434	.053	.230	-.144	-.273	-.196	.076	.034	.107	-.079	.037	.020	.062	.007	.188	.018	-.066
	OCBu5	-.235	-.250	-.052	-.167	.871 <sup>a</sup>	-.292	-.036	.048	-.156	-.166	.172	.308	-.154	-.202	.033	-.034	.104	-.085	.152	-.132	.121	-.061	.038	-.208
	OCBu6	-.068	-.117	.005	-.349	-.292	.825 <sup>a</sup>	-.338	.284	-.227	-.163	-.189	.096	.150	.070	.020	.087	-.059	-.094	-.221	.319	-.240	-.349	-.277	.220
	OCBu7	-.059	.093	-.109	.391	-.036	-.338	.735 <sup>a</sup>	-.390	-.111	.358	-.370	.041	-.051	-.058	-.026	.132	.005	.107	.051	-.166	.094	.154	-.012	.006
	OCBu8	-.157	-.207	.102	-.434	.048	.284	-.390	.651 <sup>a</sup>	-.049	-.271	.234	-.237	.184	.053	-.019	-.076	.043	-.352	.118	.070	-.432	-.145	-.037	-.008
	OCIn1	.103	.077	.007	.053	-.156	-.227	-.111	-.049	.875 <sup>a</sup>	-.061	.211	-.122	-.101	.122	-.285	.117	.064	-.148	.179	-.085	-.069	-.059	.027	-.167
	OCIn2	-.036	.188	-.129	.230	-.166	-.163	.358	-.271	-.061	.782 <sup>a</sup>	-.486	-.110	-.259	-.048	-.113	.221	.116	.178	-.104	.001	.009	.268	-.026	-.027
	OCIn3	-.012	-.251	.162	-.144	.172	-.189	-.370	.234	.211	-.486	.814 <sup>a</sup>	.001	-.032	.046	-.098	-.250	-.188	-.162	.270	-.105	.102	-.081	.093	-.320
	OCIn4	-.147	-.139	.049	-.273	.308	.096	.041	-.237	-.122	-.110	.001	.690 <sup>a</sup>	-.003	-.253	-.066	.003	.124	-.200	.231	.053	-.026	-.213	-.109	.063
	OCIn5	.129	-.186	.058	-.196	-.154	.150	-.051	.184	-.101	-.259	-.032	-.003	.887 <sup>a</sup>	-.176	.149	-.126	-.178	-.097	.002	-.072	-.138	-.089	.150	-.079
	OCIn6	-.054	-.067	-.015	.076	-.202	.070	-.058	.053	.122	-.048	.046	-.253	-.176	.876 <sup>a</sup>	-.159	.092	-.285	-.098	.078	.073	-.079	-.121	.029	.021
	OCIn7	.009	-.093	-.075	.034	.033	.020	-.026	-.019	-.285	-.113	-.098	-.066	.149	-.159	.853 <sup>a</sup>	-.635	-.078	.119	-.324	-.077	.164	-.020	.251	-.061
	OCIn8	-.062	.055	-.158	.107	-.034	.087	.132	-.076	.117	.221	-.250	.003	-.126	.092	-.635	.824 <sup>a</sup>	-.067	-.031	.050	.057	-.156	.076	-.387	.173
	OCSu1	.002	.090	.046	-.079	.104	-.059	.005	.043	.064	.116	-.188	.124	-.178	-.285	-.078	-.067	.922 <sup>a</sup>	-.151	-.138	.006	-.032	.008	.056	-.103
	OCSu2	.067	.262	.009	.037	-.085	-.094	.107	-.352	-.148	.178	-.162	-.200	-.097	-.098	.119	-.031	-.151	.715 <sup>a</sup>	-.461	-.179	.286	.179	.209	.030
	OCSu3	-.087	-.184	.028	.020	.152	-.221	.051	.118	.179	-.104	.270	.231	.002	.078	-.324	.050	-.138	-.461	.829 <sup>a</sup>	-.193	-.227	-.112	-.286	.063
	OCSu4	-.006	-.189	.262	.062	-.132	.319	-.166	.070	-.085	.001	-.105	.053	-.072	.073	-.077	.057	.006	-.179	-.193	.853 <sup>a</sup>	-.352	-.244	-.175	-.017
	OCSu5	.071	.170	-.218	.007	.121	-.240	.094	-.432	-.069	.009	.102	-.026	-.138	-.079	.164	-.156	-.032	.286	-.227	-.352	.799 <sup>a</sup>	.097	.107	-.042
	OCSu6	.006	.257	-.054	.188	-.061	-.349	.154	-.145	-.059	.268	-.081	-.213	-.089	-.121	-.020	.076	.008	.179	-.112	-.244	.097	.764 <sup>a</sup>	.002	.009
	OCSu7	.085	-.003	-.070	.018	.038	-.277	-.012	-.037	.027	-.026	.093	-.109	.150	.029	.251	-.387	.056	.209	-.286	-.175	.107	.002	.823 <sup>a</sup>	-.550
	OCSu8	.047	.172	-.033	-.066	-.208	.220	.006	-.008	-.167	-.027	-.320	.063	-.079	.021	-.061	.173	-.103	.030	.063	-.017	-.042	.009	-.550	.847 <sup>a</sup>

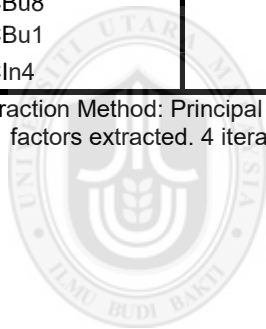
a. Measures of sampling Adequacy(MSA)



**Factor Matrix**

	Factor
	1
OCBu6	.791
OCIn7	.759
OCIn3	.726
OCBu5	.704
OCSu3	.695
OCIn8	.689
OCSu7	.677
OCSu8	.644
OCSu4	.636
OCIn5	.632
OCSu1	.631
OCIn2	.614
OCBu2	.610
OCIn1	.571
OCSu5	.564
OCBu3	.555
OCBu7	.520
OCIn6	.519
OCSu6	.447
OCSu2	.443
OCBu4	.416
OCBu8	.348
OCBu1	
OCIn4	

Extraction Method: Principal Axis Factoring.  
a. 1 factors extracted. 4 iterations required.



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## Lampiran 8

### Analisis Faktor Bagi Keupayaan Dinamik

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.893
Approx. Chi-Square		2924.371
Bartlett's Test of Sphericity	df	105
	Sig.	.000

#### Communalities

	Initial	Extraction
DCSt1	.745	.625
DCSt2	.685	.409
DCSt3	.812	.679
DCSt4	.720	.642
DCSt5	.787	.647
DCSt6	.774	.645
DCTi1	.578	.429
DCTi2	.639	.504
DCTi3	.633	.413
DCTi4	.690	.482
DCCh1	.724	.563
DCCh2	.710	.493
DCCh3	.629	.396
DCCh4	.787	.638
DCCh5	.772	.598

Extraction Method: Principal Axis Factoring.

**Total Variance Explained**

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.604	57.361	57.361	8.165	54.435	54.435
2	1.308	8.720	66.081			
3	.962	6.416	72.497			
4	.831	5.541	78.038			
5	.701	4.670	82.709			
6	.539	3.591	86.299			
7	.464	3.094	89.394			
8	.344	2.295	91.689			
9	.277	1.847	93.536			
10	.211	1.404	94.940			
11	.205	1.365	96.305			
12	.185	1.235	97.540			
13	.149	.997	98.537			
14	.114	.761	99.298			
15	.105	.702	100.000			

Extraction Method: Principal Axis Factoring.



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**Anti-image Matrices**

		DCSt1	DCSt2	DCSt3	DCSt4	DCSt5	DCSt6	DCTi1	DCTi2	DCTi3	DCTi4	DCCh1	DCCh2	DCCh3	DCCh4	DCCh5
Anti-image Covariance	DCSt1	.255	-.050	-.087	-.027	.040	-.046	.015	-.015	.009	.023	-.073	-.001	.018	-.002	-.023
	DCSt2	-.050	.315	-.102	.033	-.012	-.061	.067	-.079	.098	.071	-.035	.078	-.059	-.042	.003
	DCSt3	-.087	-.102	.188	-.072	-.024	.038	-.044	.006	-.015	-.032	.012	-.065	.022	.018	.008
	DCSt4	-.027	.033	-.072	.280	-.084	-.010	.017	-.015	.054	-.013	-.021	-.008	-.009	-.004	-.013
	DCSt5	.040	-.012	-.024	-.084	.213	-.121	-.036	.004	-.011	-.009	.026	-.031	-.004	-.039	.041
	DCSt6	-.046	-.061	.038	-.010	-.121	.226	-.040	.026	-.075	.002	.004	.025	.008	.005	-.044
	DCTi1	.015	.067	-.044	.017	-.036	-.040	.422	-.194	.001	.050	-.057	.017	-.027	.020	-.012
	DCTi2	-.015	-.079	.006	-.015	.004	.026	-.194	.361	-.056	-.100	.042	.016	-.034	7.813E-005	-.009
	DCTi3	.009	.098	-.015	.054	-.011	-.075	.001	-.056	.367	-.031	-.090	.042	-.118	.000	-.034
	DCTi4	.023	.071	-.032	-.013	-.009	.002	.050	-.100	-.031	.310	-.157	.021	-.007	-.002	-.036
	DCCh1	-.073	-.035	.012	-.021	.026	.004	-.057	.042	-.090	-.157	.276	-.022	.020	-.014	.016
	DCCh2	-.001	.078	-.065	-.008	-.031	.025	.017	.016	.042	.021	-.022	.290	-.193	-.047	-.036
	DCCh3	.018	-.059	.022	-.009	-.004	.008	-.027	-.034	-.118	-.007	.020	-.193	.371	-.006	.043
	DCCh4	-.002	-.042	.018	-.004	-.039	.005	.020	7.813E-005	.000	-.002	-.014	-.047	-.006	.213	-.143
	DCCh5	-.023	.003	.008	-.013	.041	-.044	-.012	-.009	-.034	-.036	.016	-.036	.043	-.143	.228
Anti-image Correlation	DCSt1	.929 <sup>a</sup>	-.175	-.397	-.100	.173	-.194	.046	-.048	.028	.081	-.275	-.005	.057	-.007	-.096
	DCSt2	-.175	.841 <sup>a</sup>	-.419	.113	-.047	-.229	.185	-.236	.288	.228	-.118	.259	-.172	-.163	.011
	DCSt3	-.397	-.419	.893 <sup>a</sup>	-.316	-.122	.182	-.158	.022	-.059	-.132	.054	-.279	.083	.091	.036
	DCSt4	-.100	.113	-.316	.944 <sup>a</sup>	-.345	-.041	.049	-.046	.170	-.046	-.076	-.027	-.028	-.018	-.053
	DCSt5	.173	-.047	-.122	-.345	.894 <sup>a</sup>	-.552	-.122	.015	-.038	-.034	.107	-.126	-.014	-.182	.187
	DCSt6	-.194	-.229	.182	-.041	-.552	.896 <sup>a</sup>	-.128	.092	-.261	.007	.018	.097	.029	.022	-.194
	DCTi1	.046	.185	-.158	.049	-.122	-.128	.895 <sup>a</sup>	-.498	.002	.137	-.166	.048	-.069	.067	-.039
	DCTi2	-.048	-.236	.022	-.046	.015	.092	-.498	.896 <sup>a</sup>	-.153	-.298	.132	.049	-.093	.000	-.032
	DCTi3	.028	.288	-.059	.170	-.038	-.261	.002	-.153	.887 <sup>a</sup>	-.092	-.282	.130	-.321	.001	-.118
	DCTi4	.081	.228	-.132	-.046	-.034	.007	.137	-.298	-.092	.884 <sup>a</sup>	-.537	.071	-.022	-.008	-.134
	DCCh1	-.275	-.118	.054	-.076	.107	.018	-.166	.132	-.282	-.537	.891 <sup>a</sup>	-.079	.062	-.056	.066
	DCCh2	-.005	.259	-.279	-.027	-.126	.097	.048	.049	.130	.071	-.079	.866 <sup>a</sup>	-.587	-.188	-.140
	DCCh3	.057	-.172	.083	-.028	-.014	.029	-.069	-.093	-.321	-.022	.062	-.587	.858 <sup>a</sup>	-.023	.149
	DCCh4	-.007	-.163	.091	-.018	-.182	.022	.067	.000	.001	-.008	-.056	-.188	-.023	.902 <sup>a</sup>	-.648
	DCCh5	-.096	.011	.036	-.053	.187	-.194	-.039	-.032	-.118	-.134	.066	-.140	.149	-.648	.887 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

**Factor Matrix<sup>a</sup>**

	Factor
	1
DCSt3	.824
DCSt5	.805
DCSt6	.803
DCSt4	.801
DCCh4	.799
DCSt1	.791
DCCh5	.774
DCCh1	.750
DCTi2	.710
DCCh2	.702
DCTi4	.694
DCTi1	.655
DCTi3	.643
DCSt2	.640
DCCh3	.630

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.



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## Lampiran 9

### Analisis Faktor Bagi Prestasi PKS

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.852
Approx. Chi-Square	1304.733
Bartlett's Test of Sphericity	df
	36
	Sig.
	.000

#### Communalities

	Initial	Extraction
BP1	.530	.448
BP2	.660	.542
BP3	.684	.599
BP4	.462	.386
BP5	.499	.416
BP6	.689	.665
BP7	.756	.660
BP8	.552	.507
BP9	.652	.590

Extraction Method: Principal Axis Factoring.

#### Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.262	58.471	58.471	4.813	53.476	53.476
2	.876	9.738	68.209			
3	.847	9.410	77.620			
4	.520	5.775	83.394			
5	.461	5.118	88.513			
6	.362	4.017	92.530			
7	.344	3.819	96.349			
8	.175	1.948	98.297			
9	.153	1.703	100.000			

Extraction Method: Principal Axis Factoring.

# Anti-image Matrices

		BP1	BP2	BP3	BP4	BP5	BP6	BP7	BP8	BP9
Anti-image Covariance	BP1	.470	-.129	-.098	-.019	.018	-.069	.088	-.129	-.004
	BP2	-.129	.340	-.134	-.020	.009	.092	-.081	.054	-.102
	BP3	-.098	-.134	.316	-.018	-.122	-.051	-.068	.013	.103
	BP4	-.019	-.020	-.018	.538	-.175	-.077	.056	-.026	-.081
	BP5	.018	.009	-.122	-.175	.501	-.052	.054	-.032	-.061
	BP6	-.069	.092	-.051	-.077	-.052	.311	-.110	-.016	-.082
	BP7	.088	-.081	-.068	.056	.054	-.110	.244	-.130	-.088
	BP8	-.129	.054	.013	-.026	-.032	-.016	-.130	.448	-.038
	BP9	-.004	-.102	.103	-.081	-.061	-.082	-.088	-.038	.348
Anti-image Correlation	BP1	.851 <sup>a</sup>	-.323	-.254	-.038	.037	-.182	.260	-.281	-.010
	BP2	-.323	.814 <sup>a</sup>	-.410	-.046	.022	.282	-.281	.139	-.297
	BP3	-.254	-.410	.835 <sup>a</sup>	-.044	-.306	-.164	-.244	.035	.312
	BP4	-.038	-.046	-.044	.891 <sup>a</sup>	-.337	-.187	.155	-.053	-.186
	BP5	.037	.022	-.306	-.337	.873 <sup>a</sup>	-.133	.155	-.068	-.146
	BP6	-.182	.282	-.164	-.187	-.133	.871 <sup>a</sup>	-.399	-.042	-.249
	BP7	.260	-.281	-.244	.155	.155	-.399	.810 <sup>a</sup>	-.392	-.303
	BP8	-.281	.139	.035	-.053	-.068	-.042	-.392	.891 <sup>a</sup>	-.097
	BP9	-.010	-.297	.312	-.186	-.146	-.249	-.303	-.097	.862 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

## Factor Matrix<sup>a</sup>

	Factor
	1
BP6	.816
BP7	.812
BP3	.774
BP9	.768
BP2	.736
BP8	.712
BP1	.670
BP5	.645
BP4	.621

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

## Lampiran 10

### Analisis Deskriptif

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
EOP1	231	3	7	6.16	.915
EOP2	231	3	7	5.92	.952
EOP3	231	3	7	5.99	1.065
EOP4	231	3	7	6.21	.987
Valid N (listwise)	231				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ECRe1	231	4	7	6.26	.876
ECRe2	231	3	7	6.00	.982
ECRe3	231	4	7	6.17	.919
ECRe4	231	4	7	6.13	.904
ECRe5	231	3	7	5.86	.952
ECRe6	231	3	7	6.14	.850
Valid N (listwise)	231				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ECCon1	231	4	7	5.99	.831
ECCon2	231	4	7	6.00	.839
ECCon3	231	4	7	6.03	.913
ECCon4	231	3	7	6.08	.910
ECCon5	231	3	7	5.97	.839
ECCon6	231	3	7	6.06	.918
ECCon7	231	4	7	5.91	.826
Valid N (listwise)	231				



**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ECOrg1	231	3	7	6.16	.929
ECOrg2	231	4	7	6.08	.910
ECOrg3	231	4	7	6.35	.836
ECOrg5	231	4	7	6.09	.873
ECOrg6	231	4	7	5.96	.831
ECOrg7	231	4	7	5.95	.968
ECOrg8	231	4	7	5.96	.831
ECOrg9	231	4	7	6.10	.801
ECOrg10	231	3	7	6.16	.809
Valid N (listwise)	231				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ECSt1	231	3	7	6.01	.906
ECSt2	231	3	7	5.99	.935
ECSt3	231	2	7	6.08	.910
ECSt4	231	3	7	5.97	.839
ECSt5	231	3	7	5.96	.891
ECSt6	231	3	7	5.79	1.038
ECSt7	231	3	7	5.99	.935
ECSt8	231	3	7	6.01	.862
ECSt9	231	3	7	5.96	.962
Valid N (listwise)	231				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ECCo1	231	3	7	6.23	.868
ECCo2	231	4	7	6.42	.797
ECCo3	231	3	7	6.26	.876
Valid N (listwise)	231				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
OCBu2	231	3	7	5.71	1.070
OCBu3	231	3	7	5.87	.987
OCBu4	231	1	7	4.91	1.294
OCBu5	231	3	7	5.97	.869
OCBu6	231	4	7	6.06	.904
OCBu7	231	2	7	5.94	.974
OCBu8	231	1	7	4.82	1.451
OCIn1	231	3	7	5.60	.986
OCIn2	231	3	7	6.06	.860
OCIn3	231	3	7	6.17	.933
OCIn5	231	2	7	5.75	.944
OCIn6	231	2	7	5.55	1.193
OCIn7	231	4	7	6.34	.768
OCIn8	231	4	7	6.38	.808
OCSu1	231	4	7	6.04	.988
OCSu2	231	1	7	5.77	1.311
OCSu3	231	4	7	6.14	.910
OCSu4	231	4	7	6.13	.829
OCSu5	231	1	7	5.68	1.266
OCSu6	231	2	7	5.62	1.165
OCSu7	231	3	7	6.19	.885
OCSu8	231	4	7	6.30	.809
Valid N (listwise)	231				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
DCSt1	231	3	7	5.57	1.040
DCSt2	231	2	7	5.53	1.160
DCSt3	231	3	7	5.45	1.114
DCSt4	231	3	7	5.68	1.052
DCSt5	231	2	7	5.61	1.155
DCSt6	231	3	7	5.56	1.053
DCTi1	231	3	7	5.84	.970
DCTi2	231	3	7	5.82	.924
DCTi3	231	2	7	5.95	.926
DCTi4	231	2	7	5.81	1.047
DCCh1	231	3	7	5.70	.929
DCCh2	231	2	7	5.83	1.027
DCCh3	231	4	7	5.94	.860
DCCh4	231	3	7	5.27	1.079
DCCh5	231	2	7	5.58	1.063
Valid N (listwise)	231				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
BP1	231	3	7	5.17	.974
BP2	231	2	7	4.96	1.040
BP3	231	1	7	4.95	.954
BP4	231	3	7	5.08	.910
BP5	231	1	7	5.05	1.094
BP6	231	3	7	5.00	.928
BP7	231	3	7	5.03	.995
BP8	231	1	7	4.61	1.144
BP9	231	3	7	5.19	.970
Valid N (listwise)	231				



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## Lampiran 11

### Normaliti

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Kompetensi peluang	231	4.00	7.00	6.0682	.77105	-.724	.160	-.185	.319
Kompetensi hubungan	231	4.00	7.00	6.0931	.73450	-.944	.160	.657	.319
Kompetensi konseptual	231	4.14	7.00	6.0056	.65198	-.867	.160	.827	.319
Kompetensi organisasi	231	4.00	7.00	6.0895	.66304	-.816	.160	.331	.319
Kompetensi strategik	231	3.11	7.00	5.9740	.74835	-.940	.160	1.509	.319
Kompetensi komitmen	231	4.67	7.00	6.3030	.69612	-.866	.160	-.198	.319
Budaya Organisasi	231	3.83	6.79	5.6905	.60864	-.427	.160	-.145	.319
Keupayaan Dinamik	231	3.80	7.00	5.6762	.77771	-.529	.160	-.566	.319
Prestasi	231	2.78	7.00	5.0043	.76317	-.296	.160	.995	.319
Valid N (listwise)	231								

## Lampiran 12

### Kolerasi

Correlations

		Prestasi	Budaya Organisasi	Keupayaan Dinamik	Kompetensi peluang	Kompetensi hubungan	Kompetensi konseptual	Kompetensi organisasi	Kompetensi strategik	Kompetensi komitmen
Prestasi	Pearson Correlation	1	.501**	.479**	.317**	.236**	.293**	.211**	.337**	.199**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.001	.000	.002
	N	231	231	231	231	231	231	231	231	231
Budaya Organisasi	Pearson Correlation	.501**	1	.799**	.593**	.623**	.627**	.574**	.621**	.462**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Keupayaan Dinamik	Pearson Correlation	.479**	.799**	1	.590**	.606**	.616**	.584**	.628**	.591**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000

	N	231	231	231	231	231	231	231	231	231
Kompetensi peluang	Pearson Correlation	.317**	.593**	.590**	1	.766**	.673**	.752**	.790**	.688**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Kompetensi hubungan	Pearson Correlation	.236**	.623**	.606**	.766**	1	.671**	.809**	.776**	.758**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Kompetensi konseptual	Pearson Correlation	.293**	.627**	.616**	.673**	.671**	1	.741**	.798**	.611**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	231	231	231	231	231	231	231	231	231
Kompetensi organisasi	Pearson Correlation	.211**	.574**	.584**	.752**	.809**	.741**	1	.821**	.799**
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000		.000	.000
	N	231	231	231	231	231	231	231	231	231
Kompetensi strategik	Pearson Correlation	.337**	.621**	.628**	.790**	.776**	.798**	.821**	1	.718**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	231	231	231	231	231	231	231	231	231

Kompetensi komitmen	Pearson Correlation	.199**	.462**	.591**	.688**	.758**	.611**	.799**	.718**	1
	Sig. (2-tailed)	.002	.000	.000	.000	.000	.000	.000	.000	
	N	231	231	231	231	231	231	231	231	231

\*\* . Correlation is significant at the 0.01 level (2-tailed).



# Lampiran 13

## Analisis Regresi Kompetensi Keusahawanan Terhadap Prestasi PKS

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi	.	Enter

a. All requested variables entered.

b. Dependent Variable: Prestasi PKS

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.383 <sup>a</sup>	.146	.123	.71451	.739

a. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi.

b. Dependent Variable: Prestasi PKS

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.603	6	3.267	6.400	.000 <sup>a</sup>
	Residual	114.356	224	.511		
	Total	133.959	230			

a. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi.

b. Dependent Variable: Prestasi

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std.	Beta			Tolerance	VIF



		Error					
1	(Constant)	3.094	.491		6.301	.000	
	Kompetensi peluang	.213	.110	.215	1.937	.054	.308
	Kompetensi hubungan	-.036	.125	-.034	-.286	.775	.263
	Kompetensi konseptual	.132	.124	.113	1.067	.287	.339
	Kompetensi organisasi	-.308	.159	-.268	-1.943	.053	.201
	Kompetensi strategik	.344	.140	.338	2.457	.015	.202
	Kompetensi komitmen	-.022	.120	-.020	-.184	.854	.320

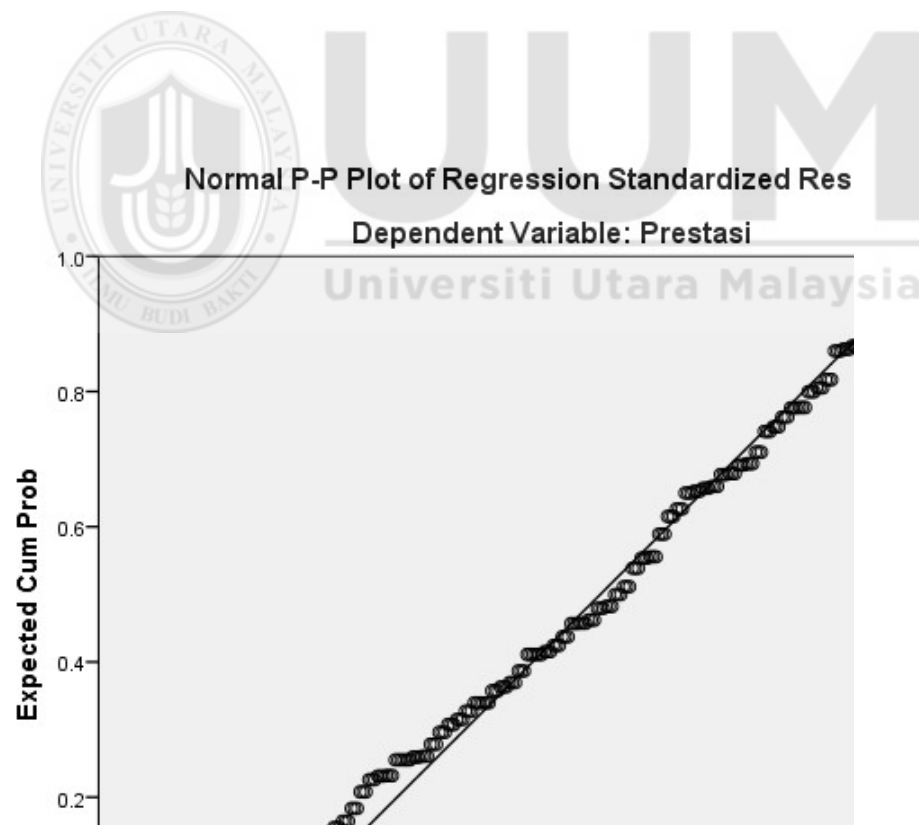
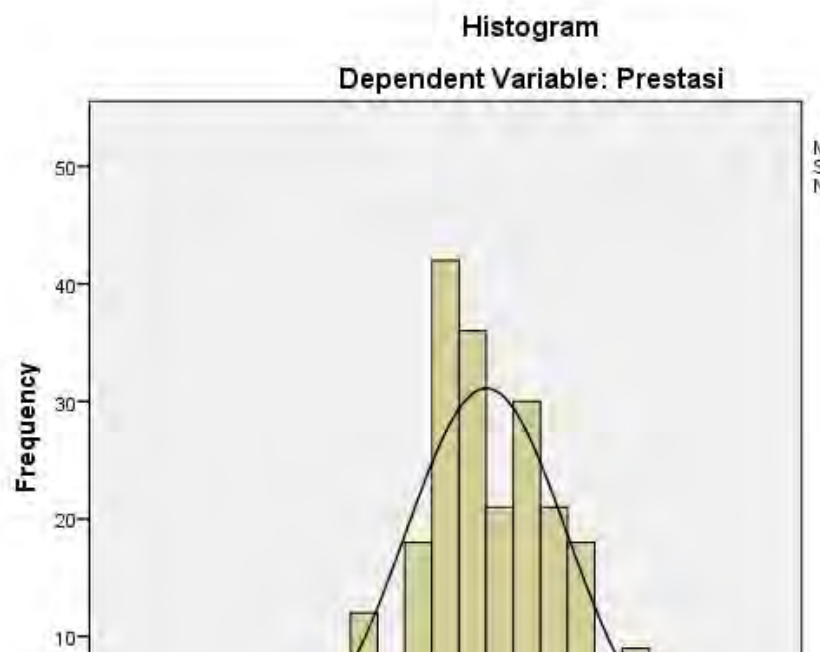
a. Dependent Variable: Prestasi

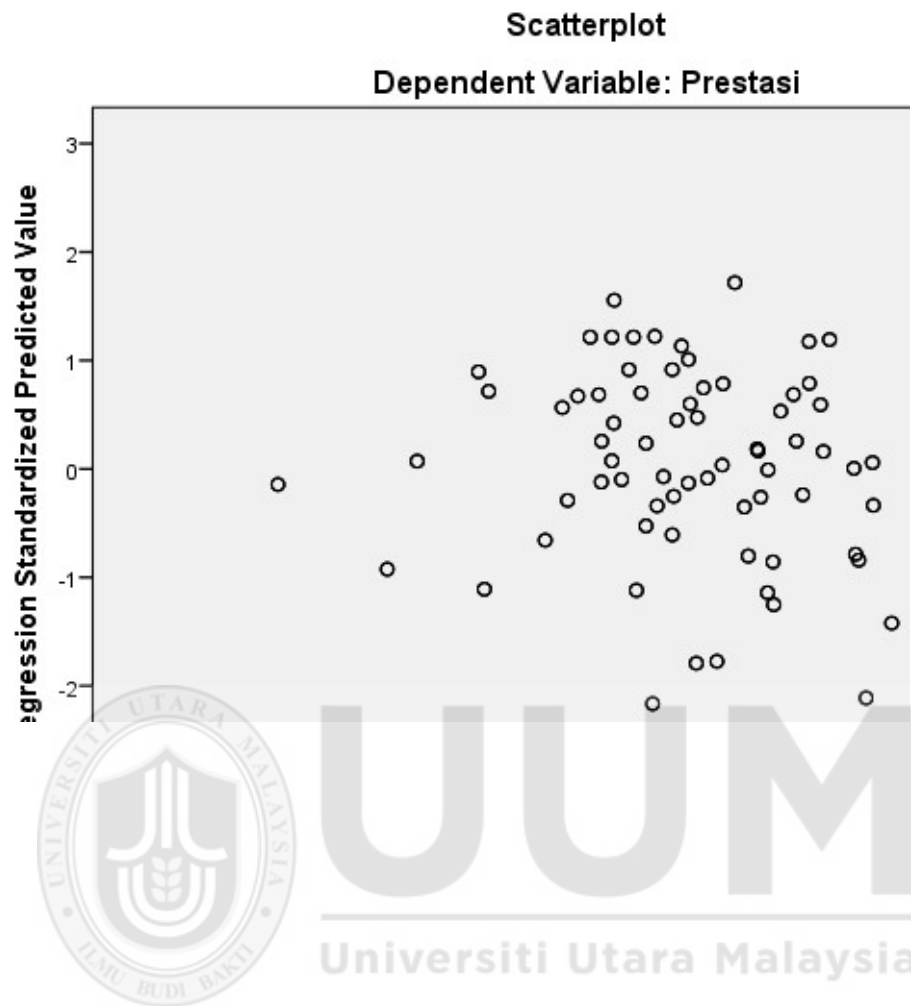
Collinearity Diagnostics <sup>a</sup>									
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Kompetensi peluang	Kompetensi hubungan	Kompetensi konseptual	Kompetensi organisasi	Kompetensi strategik
1	1	6.974	1.000	.00	.00	.00	.00	.00	.00
	2	.010	26.638	.71	.05	.02	.00	.00	.03
	3	.005	36.348	.00	.00	.09	.32	.01	.07
	4	.004	40.507	.12	.75	.00	.08	.04	.01
	5	.003	48.537	.01	.09	.83	.00	.00	.02
	6	.002	55.804	.16	.10	.00	.57	.01	.77
	7	.002	61.035	.00	.01	.06	.03	.94	.11

a. Dependent Variable: Prestasi

Residuals Statistics <sup>a</sup>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.1528	5.6373	5.0043	.29194	231
Residual	-2.18468	1.77473	.00000	.70512	231
Std. Predicted Value	-2.917	2.168	.000	1.000	231
Std. Residual	-3.058	2.484	.000	.987	231

a. Dependent Variable: Prestasi





**Lampiran 14**  
**Analisis Regresi Penyederhana Budaya Organisasi Terhadap**  
**Hubungan Antara Kompetensi Keusahawanan Dan Prestasi PKS**

Variables Entered/Removed <sup>b</sup>			
Model	Variables Entered	Variables Removed	Method
1	Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi		. Enter
2	Budaya Organisasi		. Enter
3	BOxECS, BOxECC, BOxECCo, BOxECo, BOxEcR, BOxEcOrg		. Enter

a. All requested variables entered.

b. Dependent Variable: Prestasi

**Model Summary<sup>d</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.383 <sup>a</sup>	.146	.123	.71451	
2	.544 <sup>b</sup>	.296	.274	.65036	
3	.572 <sup>c</sup>	.327	.287	.64457	.695

a. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi.

b. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi , Budaya Organisasi

c. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi , Budaya Organisasi, BOxECS, BOxECC, BOxECCo, BOxECo, BOxEcR, BOxEcOrg

d. Dependent Variable: Prestasi

**ANOVA<sup>d</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.603	6	3.267	6.400	.000 <sup>a</sup>
	Residual	114.356	224	.511		
	Total	133.959	230			
2	Regression	39.638	7	5.663	13.388	.000 <sup>b</sup>
	Residual	94.321	223	.423		
	Total	133.959	230			
3	Regression	43.801	13	3.369	8.110	.000 <sup>c</sup>
	Residual	90.157	217	.415		
	Total	133.959	230			

a. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi.

b. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi , Budaya Organisasi

c. Predictors: (Constant), Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi , Budaya Organisasi, BOxECS, BOxECC, BOxECCo, BOxECo, BOxEcR, BOxEcOrg

d. Dependent Variable: Prestasi

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.094	.491		6.301	.000		
Kompetensi peluang	.213	.110	.215	1.937	.054	.308	3.242
Kompetensi hubungan	-.036	.125	-.034	-.286	.775	.263	3.809
Kompetensi konseptual	.132	.124	.113	1.067	.287	.339	2.950
Kompetensi organisasi	-.308	.159	-.268	-	.053	.201	4.983
Kompetensi strategik	.344	.140	.338	2.457	.015	.202	4.951
Kompetensi komitmen	-.022	.120	-.020	-.184	.854	.320	3.129
2 (Constant)	1.809	.484		3.734	.000		
Kompetensi peluang	.131	.101	.132	1.294	.197	.304	3.289
Kompetensi hubungan	-.228	.117	-.219	-	.054	.248	4.037
Kompetensi konseptual	-.067	.117	-.057	1.940	.567	.318	3.144
Kompetensi organisasi	-.303	.144	-.263	-	.037	.201	4.983
Kompetensi strategik	.284	.128	.278	2.101	.027	.201	4.975
Kompetensi komitmen	.077	.110	.071	2.220	.482	.314	3.184
Budaya Organisasi	.678	.098	.540	.704	.482	.314	3.184
3 (Constant)	-5.347	4.665		6.882	.000	.512	1.953
Kompetensi peluang	1.709	.979	1.727	-	.253		
Kompetensi hubungan	-.748	1.404	-.720	1.146	.253		
Kompetensi konseptual	.494	1.002	.422	1.747	.082	.003	315.168
Kompetensi organisasi	1.989	1.543	1.728	1.289	.199	.002	588.301
Kompetensi strategik	-1.004	1.304	-.984	-.533	.595	.002	236.375
Kompetensi komitmen	-1.343	1.159	-1.225	.493	.623	.004	579.705
Budaya Organisasi	2.022	.886	1.613	1.289	.199	.002	527.261
BOxECO	-.287	.180	-2.627	1.595	.112	.001	360.268
BOxECR	.090	.252	.803	.356	.722	.001	160.911
BOxECC	-.092	.181	-.773	-.507	.613	.001	874.430
BOxECOorg	-.412	.276	-3.446	-	.138	.001	1636.943
BOxECS	.221	.229	1.964	1.491	.335	.001	750.020
BOxECCo	.256	.211	2.151	1.214	.226	.001	1722.936
							1331.724
							1013.142

a. Dependent Variable: Prestasi

**Excluded Variables<sup>c</sup>**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 Budaya Organisasi	.540 <sup>a</sup>	6.882	.000	.419	.512	1.953	.201
BOxECO	.919 <sup>a</sup>	6.197	.000	.383	.148	6.742	.148
BOxECR	.930 <sup>a</sup>	6.405	.000	.394	.153	6.517	.130
BOxECC	.866 <sup>a</sup>	6.331	.000	.390	.173	5.772	.164
BOxECOrg	.854 <sup>a</sup>	6.254	.000	.386	.175	5.725	.146
BOxECS	.909 <sup>a</sup>	6.128	.000	.380	.149	6.719	.129
BOxECCo	.862 <sup>a</sup>	6.533	.000	.401	.185	5.414	.185
2 BOxECO	-1.953 <sup>b</sup>	-2.513	.013	-.166	.005	195.907	.005
BOxECR	-1.600 <sup>b</sup>	-1.858	.064	-.124	.004	237.565	.004
BOxECC	-1.691 <sup>b</sup>	-2.152	.032	-.143	.005	198.854	.005
BOxECOrg	-1.661 <sup>b</sup>	-2.284	.023	-.152	.006	170.588	.006
BOxECS	-1.182 <sup>b</sup>	-1.916	.057	-.128	.008	121.862	.008
BOxECCo	-1.107 <sup>b</sup>	-1.328	.186	-.089	.005	220.998	.005

a. Predictors in the Model: (Constant), Kompetensi komitmen, Kompetensi konseptual, Kompetensi peluang, Kompetensi hubungan, Kompetensi strategik, Kompetensi organisasi.

b. Predictors in the Model: (Constant), Kompetensi komitmen, Kompetensi konseptual, Kompetensi peluang, Kompetensi hubungan, Kompetensi strategik, Kompetensi organisasi, Budaya Organisasi

c. Dependent Variable: Prestasi



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Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions													
				(Constant)	Kompetensi peluang	Kompetensi hubungan	Kompetensi konseptual	Kompetensi organisasi	Kompetensi strategik	Kompetensi komitmen	Budaya Organisasi	BOxECO	BOxECR	BOxECC	BOxECOrg	BOxECS	BOxECCo
1	1	6.974	1.000	.00	.00	.00	.00	.00	.00	.00	.00						
	2	.010	26.638	.71	.05	.02	.00	.00	.03	.00							
	3	.005	36.348	.00	.00	.09	.32	.01	.07	.22							
	4	.004	40.507	.12	.75	.00	.08	.04	.01	.11							
	5	.003	48.537	.01	.09	.83	.00	.00	.02	.34							
	6	.002	55.804	.16	.10	.00	.57	.01	.77	.06							
	7	.002	61.035	.00	.01	.06	.03	.94	.11	.27							
2	1	7.968	1.000	.00	.00	.00	.00	.00	.00	.00	.00						
	2	.010	27.679	.45	.05	.02	.00	.00	.03	.00	.06						
	3	.007	34.994	.12	.01	.00	.04	.01	.01	.19	.36						
	4	.005	41.348	.00	.13	.11	.34	.01	.09	.00	.17						
	5	.004	44.529	.18	.68	.10	.00	.02	.01	.07	.16						
	6	.003	55.208	.14	.03	.67	.01	.00	.00	.48	.24						
	7	.002	59.738	.10	.10	.01	.57	.00	.76	.03	.01						
	8	.002	65.322	.00	.01	.08	.04	.95	.10	.23	.01						
3	1	13.916	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.044	17.807	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	3	.011	35.378	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	4	.008	40.515	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	5	.008	42.431	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	6	.005	51.479	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	7	.004	58.059	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	8	.004	62.437	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	9	9.664E-5	379.458	.26	.01	.00	.00	.00	.04	.00	.27	.00	.00	.00	.00	.04	.00
	10	3.073E-5	672.974	.00	.00	.02	.46	.02	.00	.14	.00	.00	.02	.47	.02	.00	.14
	11	2.076E-5	818.665	.00	.89	.04	.06	.03	.01	.00	.00	.90	.05	.06	.03	.01	.00
	12	1.157E-5	1096.508	.02	.04	.39	.10	.03	.02	.66	.02	.04	.39	.10	.04	.02	.66
	13	8.826E-6	1255.644	.70	.05	.08	.38	.02	.89	.11	.68	.05	.08	.36	.01	.88	.11
	14	7.046E-6	1405.378	.01	.00	.47	.00	.90	.04	.09	.02	.00	.47	.00	.89	.05	.08

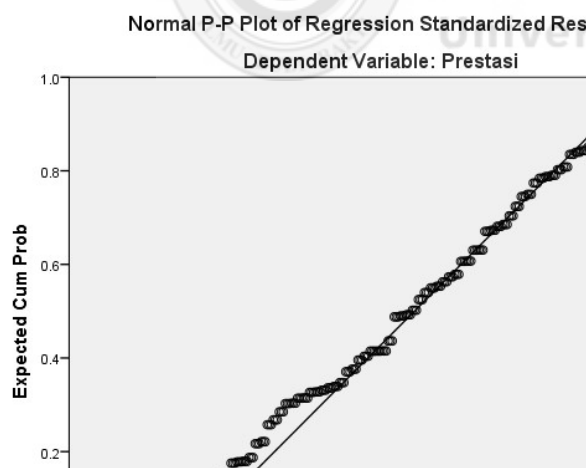
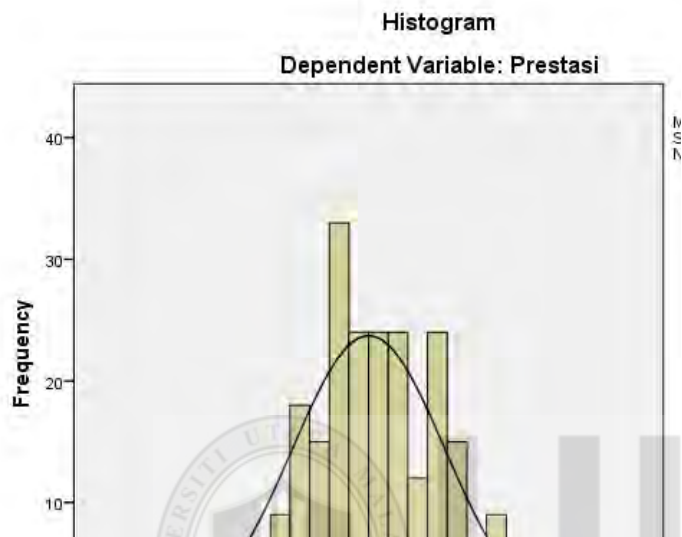
a. Dependent Variable: Prestasi



**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3782	5.7722	5.0043	.43639	231
Residual	-1.80714	1.57820	.00000	.62609	231
Std. Predicted Value	-3.726	1.760	.000	1.000	231
Std. Residual	-2.804	2.448	.000	.971	231

a. Dependent Variable: Prestasi



Ujian budaya organisasi sebagai pengantara.

1) Langkah 1

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Kompetensi komitmen , Kompetensi konseptual , Kompetensi peluang , Kompetensi hubungan, Kompetensi strategik , Kompetensi organisasi. <sup>b</sup>		Enter

a. Dependent Variable: Prestasi

b. All requested variables entered.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.383 <sup>a</sup>	.146	.123	.71451	.146	6.400	6	224	.000

a. Predictors: (Constant), Kompetensi komitmen, Kompetensi konseptual, Kompetensi peluang, Kompetensi hubungan, Kompetensi strategik, Kompetensi organisasi.

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.603	6	3.267	6.400	.000 <sup>b</sup>
Residual	114.356	224	.511		
Total	133.959	230			

a. Dependent Variable: Prestasi

b. Predictors: (Constant), Kompetensi komitmen, Kompetensi konseptual, Kompetensi peluang, Kompetensi hubungan, Kompetensi strategik, Kompetensi organisasi.

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.094	.491	6.301	.000
	Kompetensi peluang	.213	.110	.215	.054
	Kompetensi hubungan	-.036	.125	-.034	.775
	Kompetensi konseptual	.132	.124	.113	.287
	Kompetensi organisasi.	-.308	.159	-.268	.053
	Kompetensi strategik	.344	.140	.338	.015
	Kompetensi komitmen	-.022	.120	-.020	.854

a. Dependent Variable: Prestasi

## 2) Langkah 2

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Kompetensi strategik , Kompetensi peluang , Kompetensi organisasi. <sup>b</sup>		Enter

a. Dependent Variable: Budaya Organisasi

b. All requested variables entered.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.646 <sup>a</sup>	.418	.410	.46745	.418	54.306	3	227	.000

a. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Kompetensi organisasi.

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.600	3	11.867	54.306	.000 <sup>b</sup>
Residual	49.603	227	.219		
Total	85.202	230			

a. Dependent Variable: Budaya Organisasi

b. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Kompetensi organisasi.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.253	.288		7.813	.000
Kompetensi peluang	.189	.068	.240	2.772	.006
Kompetensi organisasi.	.111	.085	.121	1.302	.194
Kompetensi strategik	.270	.081	.332	3.322	.001

a. Dependent Variable: Budaya Organisasi

### 3) Langkah 3

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Budaya Organisasi <sup>b</sup>	.	Enter

a. Dependent Variable: Prestasi

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.501 <sup>a</sup>	.251	.247	.66212	.251	76.558	1	229	.000

a. Predictors: (Constant), Budaya Organisasi

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.564	1	33.564	76.558	.000 <sup>b</sup>
Residual	100.395	229	.438		
Total	133.959	230			

a. Dependent Variable: Prestasi

b. Predictors: (Constant), Budaya Organisasi

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.433	.411		3.490	.001
	Budaya Organisasi	.628	.072	.501	8.750	.000

a. Dependent Variable: Prestasi

#### 4) Langkah 4

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Kompetensi strategik , Kompetensi peluang <sup>b</sup>		Enter
2	Budaya Organisasi <sup>b</sup>		Enter

a. Dependent Variable: Prestasi

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.347 <sup>a</sup>	.120	.113	.71896	.120	15.578	2	228	.000
2	.502 <sup>b</sup>	.252	.242	.66454	.131	39.873	1	227	.000

a. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang

b. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Budaya Organisasi

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.104	2	8.052	15.578	.000 <sup>b</sup>
	Residual	117.854	228	.517		
	Total	133.959	230			
2	Regression	33.713	3	11.238	25.447	.000 <sup>c</sup>
	Residual	100.246	227	.442		
	Total	133.959	230			

a. Dependent Variable: Prestasi

b. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang

c. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Budaya Organisasi

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.792	.400		6.980	.000
	Kompetensi peluang	.133	.100	.134	1.323	.187
	Kompetensi strategik	.235	.103	.231	2.276	.024
2	(Constant)	1.359	.434		3.133	.002
	Kompetensi peluang	.005	.095	.005	.051	.959
	Kompetensi strategik	.040	.100	.039	.396	.692
	Budaya Organisasi	.594	.094	.473	6.315	.000

a. Dependent Variable: Prestasi

**Excluded Variables<sup>a</sup>**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
1 Budaya Organisasi	.473 <sup>b</sup>	6.315	.000	.387	.587

a. Dependent Variable: Prestasi

b. Predictors in the Model: (Constant), Kompetensi strategik, Kompetensi peluang



## Lampiran 15

### Analisis Regresi Pengantara Keupayaan Dinamik Terhadap Hubungan Antara Kompetensi Keusahawanan Dan Prestasi PKS

#### 1) Langkah 1

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Kompetensi komitmen, Kompetensi konseptual, Kompetensi peluang, Kompetensi hubungan, Kompetensi strategik, Kompetensi organisasi <sup>b</sup>		Enter

a. Dependent Variable: Prestasi

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.383 <sup>a</sup>	.146	.123	.71451	.733

a. Predictors: (Constant), Kompetensi komitmen, Kompetensi konseptual, Kompetensi peluang, Kompetensi hubungan, Kompetensi strategik, Kompetensi organisasi

b. Dependent Variable: Prestasi

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.603	6	3.267	6.400	.000 <sup>b</sup>
	Residual	114.356	224	.511		
	Total	133.959	230			

a. Dependent Variable: Prestasi

b. Predictors: (Constant), Kompetensi komitmen, Kompetensi konseptual, Kompetensi peluang, Kompetensi hubungan, Kompetensi strategik, Kompetensi organisasi



**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.094	.491		6.301	.000
Komptensi peluang	.213	.110	.215	1.937	.054
Komptensi hubungan	-.036	.125	-.034	-.286	.775
Kompetensi konseptual	.132	.124	.113	1.067	.287
Kompetensi organisasi	-.308	.159	-.268	-1.943	.053
Kompetensi strategik	.344	.140	.338	2.457	.015
Kompetensi komitmen	-.022	.120	-.020	-.184	.854

a. Dependent Variable: Prestasi

## 2) Langkah 2

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Kompetensi strategik, Kompetensi peluang, Kompetensi organisasi <sup>b</sup>		Enter

a. Dependent Variable: Keupayaan dinamik

b. All requested variables entered.

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.1528	5.6373	5.0043	.29194	231
Residual	-2.18468	1.77473	.00000	.70512	231
Std. Predicted Value	-2.917	2.168	.000	1.000	231
Std. Residual	-3.058	2.484	.000	.987	231

a. Dependent Variable: Prestasi

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.651 <sup>a</sup>	.424	.417	.59406	.775

a. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Kompetensi organisasi

b. Dependent Variable: Keupayaan dinamik

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.002	3	19.667	55.729	.000 <sup>b</sup>
	Residual	80.111	227	.353		
	Total	139.112	230			

a. Dependent Variable: Keupayaan dinamik

b. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Kompetensi organisasi

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.231	.366		3.359	.001
Kompetensi peluang	.212	.087	.210	2.444	.015
Kompetensi organisasi	.166	.108	.141	1.528	.128
Kompetensi strategik	.360	.103	.346	3.483	.001

a. Dependent Variable: Keupayaan dinamik

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.9143	6.3938	5.6762	.50649	231
Residual	-1.86070	1.28184	.00000	.59018	231
Std. Predicted Value	-3.479	1.417	.000	1.000	231
Std. Residual	-3.132	2.158	.000	.993	231

a. Dependent Variable: Keupayaan dinamik

### 3) Langkah 3

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Keupayaan dinamik <sup>b</sup>	.	Enter

a. Dependent Variable: Prestasi

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.479 <sup>a</sup>	.230	.226	.67124	.663

a. Predictors: (Constant), Keupayaan dinamik

b. Dependent Variable: Prestasi

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	30.779	1	30.779	68.312	.000 <sup>b</sup>
Residual	103.180	229	.451		
Total	133.959	230			

a. Dependent Variable: Prestasi

b. Predictors: (Constant), Keupayaan dinamik

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.334	.326		7.160	.000
	Keupayaan dinamik	.470	.057	.479	8.265	.000

a. Dependent Variable: Prestasi

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.1218	5.6270	5.0043	.36582	231
Residual	-2.03392	1.65521	.00000	.66978	231
Std. Predicted Value	-2.412	1.702	.000	1.000	231
Std. Residual	-3.030	2.466	.000	.998	231

a. Dependent Variable: Prestasi

#### 4) Langkah 4

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Kompetensi strategik, Kompetensi peluang <sup>b</sup>	.	Enter
2	Keupayaan dinamik <sup>b</sup>	.	Enter

a. Dependent Variable: Prestasi

b. All requested variables entered.

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.347 <sup>a</sup>	.120	.113	.71896	
2	.482 <sup>b</sup>	.232	.222	.67318	.665

a. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang

b. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Keupayaan dinamik

c. Dependent Variable: Prestasi

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.104	2	8.052	15.578	.000 <sup>b</sup>
	Residual	117.854	228	.517		
	Total	133.959	230			
2	Regression	31.090	3	10.363	22.869	.000 <sup>c</sup>
	Residual	102.869	227	.453		
	Total	133.959	230			

a. Dependent Variable: Prestasi

b. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang

c. Predictors: (Constant), Kompetensi strategik, Kompetensi peluang, Keupayaan dinamik

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.792	.400		6.980	.000
	Kompetensi peluang	.133	.100	.134	1.323	.187
	Kompetensi strategik	.235	.103	.231	2.276	.024
2	(Constant)	2.159	.390		5.529	.000
	Kompetensi peluang	.025	.096	.025	.257	.797
	Komptensi strategik	.042	.102	.042	.414	.680
	Keupayaan dinamik	.430	.075	.438	5.751	.000

a. Dependent Variable: Prestasi

**Excluded Variables<sup>a</sup>**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Keupayaan dinamik	.438 <sup>b</sup>	5.751	.000	.357	.582

a. Dependent Variable: Prestasi

b. Predictors in the Model: (Constant), Kompetensi strategik, Kompetensi peluang

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.0308	5.6405	5.0043	.36766	231
Residual	-2.04179	1.64094	.00000	.66877	231
Std. Predicted Value	-2.648	1.730	.000	1.000	231
Std. Residual	-3.033	2.438	.000	.993	231

a. Dependent Variable: Prestasi